

California Program Improvement Plan Matrix (Revised 11/2004)

Modified 11/03/2004

Safety Outcome 1, Item 2A

Improvement Goal: The percentage of repeat maltreatment of children will decrease from 10.7 percent in 2000 to 8.9 percent by no later than March 31, 2005.	March 31, 2005:	
Measurement Method: The rate of repeat maltreatment will be based upon the AFCARS/NCANDS data and the C-CFSR data indicator of the number of children who were victims of repeat maltreatment (repeat maltreatment as defined in the National standard) compared to the total number of children who were victims of maltreatment. In addition, we will use the C-CFSR process to ensure counties implement appropriate risk assessment protocols and improve outcomes.		
Frequency of Measurement: Measurement of progress toward national data standards using AFCARS and NCANDS data will be reported every six months. In addition, quarterly C-CFSR reports will show quantitative progress on improvement and completion of action steps by county. By June 30, 2004, we expect to improve by 0.9 percent.	AFCARS/NCANDS Semi-Annual Measures – Dec 2003: June 2004: Dec 2004: June 2005:	C-CFSR Quarterly Data – March 2004: June 2004: Sept 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when this outcome for children improves from 10.7 percent to 8.9 percent by no later than March 31, 2005, and all action steps are completed.	Date Improvement Goal Achieved: Date all Action Steps completed:	

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. In Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, Permanent Placement). Further		

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<p>the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families CDSS will track each county's action steps and report progress quarterly.</p> <p>Cross-reference to Item 2b, Action Step 5; Items 3&4 Action Step 1; Item 5 Action Step 1</p>		
CDSS will convene a promising practices exchange meeting with the 10 largest counties	9/04	<p>CDSS will arrange a meeting place and time; send out meeting notice.</p> <p>CDSS will lead "Promising Practices Exchange" meeting.</p>
CDSS will develop a list by county of specific actions to be completed.	10/04	In partnership with the counties, CDSS will develop action steps for adoption by each county. Primary consideration for an action step is that it must be implemented in time to impact PIP target of 6/30/05.
CDSS will track county progress provide technical assistance and report quarterly on county progress.	6/05	<p>CDSS will utilize the C-CFSR Quarterly County Data Reports and System Improvement Plans as a mechanism for reporting county progress.</p> <p>CDSS will provide technical assistance to counties.</p> <p>CDSS will report on county progress in the PIP quarterly report.</p>
Promising Practices of high performing counties will be identified.	09/03	<p>The CDSS will review safety practice literature (07/03)</p> <p>Using C-CFSR (Matrix #1A&B) CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal (07/03)</p> <p>Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful hotline, intake, risk/safety/needs</p>

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		<p>assessments, procedures, systems and program practices (07/03)</p> <p>CDSS will develop a Promising Practices Guide which will include model procedures, systems and practices (08/03)</p> <p>CDSS will release guide to all counties in an ACIN as a resource to all counties. (09/03)</p>
<p>Los Angeles County will implement a risk assessment process at all key decision points within the life of the case</p>	<p>11/03</p>	<p>A training plan was developed to implement on a priority basis as follows: All Los Angeles County Hotline staff have been trained in completing assessments and are using decision tree protocols.</p> <p>All Los Angeles County Emergency Response workers have been trained and started using risk and safety assessments for all referrals.</p> <p>All Los Angeles County Emergency Response workers were trained and started using the strengths and needs assessment.</p> <p>All Los Angeles County Family Maintenance and Family Reunification staff will be trained in risk and safety assessments to ensure the safety of children in-home as well as those returning home. In addition, they will be trained to use the strengths and needs assessment and begin using them (11/03).</p> <p>All new staff will receive training, and refresher training will be available as needed beginning 04/03. (06/05)</p>
<p>CDSS will provide technical support on</p>	<p>06/05</p>	<p>Beginning 10/02 and as needed, CDSS and our contract staff will</p>

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the implementation of risk assessment in Los Angeles county		continue to provide focused technical assistance to assist Los Angeles County in the full implementation of risk assessment. (06/05)
CDSS will monitor the implementation of risk assessment in Los Angeles County	06/05	The CDSS will report quarterly on the status of implementation and the technical assistance provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)
Action Step # 2: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, CDSS will implement statewide. (Cross-reference to Safety Outcome 2, Item 3 & 4; Permanency Outcome 1, Item 5)		
Prepare a policy analysis, including legal issues to identify the issues/problems with the statute as currently written. Discuss issues and decide if statutory/regulatory changes are necessary.	04/03	The CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03).
Analyze fiscal impact (including cost avoidance for re-entries) if the 12-month limit were extended.	05/03	The CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03).
Submit proposal	05/03	Introduced language into Trailer Bill as part of the May Revise (05/03).
If legislation passes, implement through All County Letter (ACL) and regulation processes as needed.	09/03 (assumes legislation passes on 7/1/03)	<p>The CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03).</p> <p>The CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system</p>

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		<p>changes. ACL will instruct counties to ensure all FM case carrying staff and supervisors be trained on this change within 30 days of receipt of letter (08/03).</p> <p>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (09/03).</p> <p>CDSS will incorporate this change into statewide training curriculum. (09/03). (Cross reference to Systemic Factor 4 Items 32 and 33.)</p> <p>CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions will be provided, if feasible, to the counties as appropriate (09/03). (Note-If CWS/CMS change requires Federal IT approval, implementation will be delayed).</p> <p>CDSS will begin regulation change process (9/03); regulation changes take approximately nine months--ACL remains in force during the interim time period.</p>
CDSS will monitor implementation	06/05	CDSS will track quarterly, using the CWS/CMS, the increase in cases where services are extended beyond 12 months in order to ensure county implementation of this law and policy change beginning (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).
<p>Action Step #3: The CDSS, will work with the California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. In addition, as part of the C-CFSR county self-</p>		

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assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)		
The CDSS Deputy Director of Children and Family Services, along with the CDSS Deputy Director of Welfare to Work, will convene monthly meetings with program deputy directors at the Departments of Alcohol and Drug Programs, Health Services, Mental Health, Developmental Services, Justice and Education to ensure cross-departmental coordination and implementation of the PIP and Redesign efforts. This group is called the "Interagency Child Welfare Services Team" and will focus on optimizing good outcomes for children and families served in common between and among departments.	06/05	<p>Letter of invitation sent by Director Saenz to directors of named departments (May 13, 2003)</p> <p>Appointments made by respective directors (05/03)</p> <p>First meeting held May 21, 2003; regular monthly meetings to begin. (06/05)</p> <p>First item of business will be development of a Team Charter outlining purpose, membership, first tasks and timelines. Areas of focus for the Team include: identifying and removing interagency systemic barriers to accessing services; coordination of services at the state and local levels; leveraging of funds across program areas; policy development to promote service coordination and integration. (09/03)</p> <p>CDSS will share a copy of the charter with ACF. (09/03)</p> <p>The Team will be informed, on an ongoing basis, by the C-CFSR process including self-assessments and SIPs. (09/04)</p> <p>The Interagency Team will prioritize and make recommendations based on the CDSS analysis (12/04)</p> <p>Policy changes will be implemented through appropriate regulatory, statutory instructions to county agencies beginning 09/04. (06/05)</p>
The Interagency Team, as appropriate	06/05	CDSS will review all counties' self-assessments and compile and

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will implement changes within their areas of responsibility.		<p>analyze the data on service array, gaps and barriers beginning 09/04. (06/05)</p> <p>CDSS and other interagency departments will provide technical assistance to high priority counties, i.e., counties that have identified significant gaps in the service array, including providing counties guidance on strategies for improving building capacity and access to services – to be included in the county SIP beginning 1/05. (06/05)</p> <p>CDSS will review all SIPs and compile and analyze the information contained in the SIPs. Based on this analysis make appropriate recommendations for the federal and state governments, including resource issues as well as other state and federal level issues. CDSS will share these findings with the Interagency Team. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p>
CDSS will monitor implementation of state/county changes in policy, procedure and regulation recommended by the interagency work group.	06/05	CDSS will track and report quarterly on completion of the Interagency Teams recommendations. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).
Action Step #4: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37)		
The Safety and Practice Workgroup of the CWS Stakeholders Group determined effective elements of current safety assessment tools in use throughout the country for in the development of an approach to the assessment of safety, risk, parental protective capacity, and family strengths by California's counties.	08/03	<p>Research and analysis of national safety and risk assessment processes completed. (06/02).</p> <p>Safety and Practice Workgroup formed (10/02). Consultants selected to support workgroup in development of California's safety, risk and protective capacity assessment (11/02).</p> <p>Research, analysis, and constructs of California's safety, risk and protective capacity assessment approach (06/03).</p> <p>Completion of California's approach to the safety assessment,</p>

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		including tools and how they apply to both in and out-of-home care. (08/03)
Los Angeles and ten other counties (see Glossary) will begin testing the California Comprehensive Safety Assessment System that embodies the approach developed by the Safety and Practice Workgroup. Safety and risk components will be implemented, as well as a strengths and needs assessment component. The strengths and needs assessment will be used to determine the level of family need in key service areas and be utilized for case planning and service provision. These assessments will be conducted throughout the life of the case. The use of safety assessment tools that embody the approach developed by the Safety and Practice Workgroup will be fully implemented in Los Angeles and the other two test site counties.	06/05	Begin testing the approach to safety assessment through the application of safety assessment tools in Los Angeles and ten other (09/03). CDSS will provide technical assistance, in the form of onsite training of staff and monitoring of use of tools, to Los Angeles and ten other counties to test the California Comprehensive Safety Assessment System beginning 09/03. (06/05)
The California Comprehensive Safety Assessment System will be evaluated and recommendations will be made for any system adjustments and the need for statutory authority before expanding the number of counties using it.	06/05	CDSS will evaluate the test results and make any necessary adjustments to safety assessment process/tools/training (06/05).
The California Comprehensive Safety Assessment System is implemented in	06/05	Counties will be selected to begin preparation to utilize the new approach to safety assessment. Counties will have detailed

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11 counties.		<p>implementation plans developed through the Request for Applications (RFA) planning process which are approved in advance by the CDSS. (01/04)</p> <p>CDSS and the 11 counties will assess safety, risk and family protective capacity, and validate the elements to be included in the standardized safety system including identifying changes in practice, and statute and regulation, as well as resources needed to rollout statewide (06/05)</p> <p>Counties will implement system by training county CWS staff, testing the process in each county and fully implementing in each of the 11 counties. (06/05)</p>
The CDSS will facilitate and monitor development of a safety, risk and parental capacity assessment system and begin planning for including in CWS/CMS	06/05	CDSS will report progress of the implementation of the safety assessment approach in each county, including staff training and development of procedures quarterly. (06/04, 09/04, 12/04, 03/05, 06/05).
Action Step #5: The CDSS will develop and implement a framework for a differential response system as part of the CWS system improvements. (Cross-reference to Safety Outcome 2, Items 3 & 4; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)		
The differential response framework will be developed to include elements necessary to meet the needs of children and families. Elements of the design will include: 1) structures and protocols necessary for communities to build capacity, develop resources and create partnerships to create an array of quality services and; 2) assessments, tools and protocols for counties to respond to the	06/03	<p>A RFA was sent to all 58 California counties (04/03) to solicit proposals on implementing elements of the Redesign and 51 counties have responded and will receive planning grants to prepare for implementation of various elements (05/03).</p> <p>The CWS Stakeholders Workgroup Differential Response and Case Resolution will complete the differential response framework (06/03).</p>

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needs of children and families from hotline screening protocols on how to assess and engage with families, identifying service needs, skills on connecting families to community resources and finally, ensuring appropriate follow up that families received services.		
Los Angeles and ten other counties will implement in order to test the implementation of differential response system.	07/04	<p>Los Angeles and ten other counties will begin implementation of differential response in targeted communities 09/03. (03/05)</p> <p>Eleven counties will be selected to begin advanced training in preparation for implementing differential response including training, resource development and protocols (04/04)</p>
Implement differential response in targeted communities in each county.	06/05	<p>CDSS and the 11 counties will implement by: (1) finalizing a screening system that utilizes the safety, risk and family protective capacity assessment system and establish criteria for each differential response path, (2) complete an assessment of necessary statute and regulatory changes needed, including confidentiality laws and regulations necessary to implement differential response, and (3) develop criteria for evaluating the effectiveness of the differential response approach. (06/05)</p> <p>All eleven counties have agreed to implement in specific communities by (1) developing plans in each county for initial implementation in selected geographic areas and/or with targeted client groups, (2) develop community partnership capacity to respond to referrals of selected families, (3) train staff and selected community partner staff, and (4) implement differential response in selected geographic areas and/or with targeted client groups within each county (06/05)</p> <p>CDSS will provide ongoing technical support to all implementing</p>

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		counties through our consultants on training, resource development strategies and leveraging existing resources beginning 05/04. (06/05)
The CDSS will monitor the progress of implementation of differential response in the targeted communities in each county.	06/05	<p>CDSS will track completion of implementation plans and quarterly data from the C-CFSR on hotline calls, responses, intake and services as measured from point of county implementation to ensure progress. (09/04, 12/04, 03/05 and 06/05).</p> <p>CDSS will (1) facilitate county development of a screening system, (2) lead assessment of identifying necessary statutory and regulatory changes including confidentiality laws and regulations, (3) investigate other strategies for making state and federal funding available for community services, (4) form partnerships with foundations to bring additional resources to community partners, and (5) facilitate evaluation. (06/05)</p>
Program Contacts - Action steps 2, 3 & 5: Pat Aguiar; Action steps 1 & 4: Wes Beers		

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Safety Outcome 1, Item 2B

Improvement Goal: The percentage of maltreatment of children in foster care will decrease from 0.67 percent in 2000 to 0.53 percent no later than March 31, 2005. ¹	March 31, 2005:	
Measurement Method: The count for the numerator will be based on children in non-relative foster homes and foster family agency homes who had referrals that resulted in substantiated allegations of abuse or neglect during a nine-month period from January 1 – September 30. Instances where the child was listed as the victim and the foster parent was listed as the perpetrator will be used as the numerator. This will also include cases in which the foster parent was listed as the victim and the child was listed as the perpetrator because this is a common data entry error. This count will be divided by the population of children served in non-relative foster homes and family agency homes for the same time period. Maltreatment in foster care will also be tracked for all placement types.		
Frequency of Measurement: Measurement of progress toward national data standards will be reported every six months from AFCARS/NCANDS. C-CFSR quarterly reports will report quantitative progress on improvement by county and the completion of the action steps. By June 30, 2004, we will improve by 0.07 percentage points.	AFCARS/NCANDS Semi-Annual Measures: Dec 2003: June 2004: Dec 2004: June 2005:	C-CFSR Quarterly Data: – March 2004: June 2004: Sept. 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the State’s rate of safety for children improves from 0.67 percent, using the alternate data source for the year 2000, to 0.53 percent by March 31, 2005. All action steps will be completed.	Date Improvement Goal Achieved: Date all action steps completed:	

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: Specifically, Los Angeles County is in the process of assessing and re-engineering all placement policies and practices with a focus on reducing incidents of maltreatment in out-of-home care. CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county based on county performance data and county self-assessments, in the		

¹ The baseline data in the safety profile was set at 1.06 percent; however a recalculation using the same methodology resulted in a revised measure of .67 percent.

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<p>areas of safety, permanence and well-being. High performing counties, where performance data exceeds the PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets will consider appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. (Cross-reference to Safety Outcome 1, Item 2a)</p>		
<p>Action Step # 2: The CDSS will work with counties to determine where additional support services may be needed for caregivers and identify resources that can provide support services for caregivers in counties (see C-CFSR matrix).</p>		
<p>Counties will identify support services needed and resources to meet the needs. Plans will be developed to provide services, and implemented.</p>	<p>06/04</p>	<p>Counties will perform a countywide self-assessment process and identify strengths and areas that need improvement. (06/04)</p>
<p>CDSS will approve county System Improvement Plans (SIPs)</p>	<p>09/04</p>	<p>Based on self-assessments, counties will develop SIPs including a strategy to recruit foster parents for special needs children (09/04).</p> <p>CDSS will provide onsite technical assistance during both the self assessment and the SIP development based on data from the C-CFSR (Matrix Census data, 4A, B, C & E), survey and promising practice guides to focus on problem identification and proven successful strategies used by high performing counties to guide the development of county SIPs beginning 09/03. (09/04)</p> <p>The CDSS will review and approve county SIPs, which will be received on a flow basis with all county SIPs, due and approved by the State. (09/04)</p>
<p>CDSS will provide technical assistance</p>	<p>09/04</p>	<p>CDSS staff will provide written and onsite technical assistance, including resource based on specific counties' assessed needs and gaps, to ensure that the unmet placement component of the SIP is effectively, efficiently implemented. (09/04)</p> <p>Quarterly reports will document that the technical assistance has been</p>

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		provided. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).
CDSS will monitor implementation of county SIPs	06/05	CDSS will document completion of all action steps and track the plans using C-CFSR (Matrix 4A, B, C, &E) and survey data to ensure appropriate level of placement resources are available to meet the placement needs of children. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).
Action Step #3: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. The CDSS will ensure that Los Angeles County hotline staff receive targeted training early in the PIP in accordance with our overall Los Angeles County strategy.		
CDSS will give priority to training of hotline staff.	06/05	<p>All Los Angeles hotline staff were trained in completing assessments and are using decision tree protocols (completed 02/03).</p> <p>CDSS, as indicated by safety outcome performance data from the C-CFSR (1C, 1D &2A), will coordinate priority training for hotline workers and supervisors on appropriate and timely response to allegations of maltreatment in out-of-home care beginning 9/03. (06/05).</p>
Action Step #4: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A		
Action Step # 5: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being.		

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<p>High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. In Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, Permanent Placement). Further the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. CDSS will track each county's action steps and report progress quarterly.</p> <p>Cross-reference to Item 2A, Action Step 1; Items 3&4 Action Step 1 Status reported in Item 2A, Action Step 1</p>		
<p>Action Step #6: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Permanency Outcome 1, Items 6 & 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p>		
Develop new consolidated process and draft legislation.	12/04	CDSS (including Community Care Licensing) will convene a workgroup to discuss issues surrounding the new consolidated process, including a protocol for routinely updating home studies psychosocial assessments at annual reassessment of approvals/licensing requirements, and develop a legislative proposal. (12/04)
Submit legislative proposal	03/05	<p>Legislative proposal will be submitted (03/05)</p> <p>CDSS will report quarterly on the progress in developing legislative proposal. (12/04, 03/05, 06/05)</p>

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Implement new legislation statewide through All County Letter (ACL) and regulation processes, as needed	First quarter after passage of legislation. (Exceeds end date of PIP; dates not included)	<p>CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes.</p> <p>If legislation passes, CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and systems. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter. (Post PIP)</p> <p>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law. (Post PIP)</p> <p>CalSWEC and the Regional Training Academies will develop training materials and presentations on the program and practice changes required by the PIP and the CWS Redesign that Regional Training Academies, county training units and the Resource Center for Family Focused Practice will be required to use to orient and train all child welfare and probation supervisors on new initiatives and specified practice changes, i.e., the new consolidated home study process. (Post PIP)</p>
		<p>CDSS will initiate CWS/CMS change process request and include in first available system update. Interim workaround instructions, if feasible, will be provided to the counties as appropriate. (Post PIP) (Note: implementation will be delayed if federal IT approval is required to change CWS/CMS)</p> <p>CDSS will begin regulation change process (Post PIP; regulation change takes approximately nine months-ACL remains in force during the interim</p>

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		time period)
CDSS will monitor the implementation of the consolidated home study process	Post PIP	CDSS will track that staff are trained and action steps are completed. (Post PIP) CDSS will track progress quarterly. (Post PIP)
Action Step #7: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. CDSS will track each county's action steps and report progress quarterly. Additionally the State will work to increase the number of counties that use the Family to Family Initiative Cross-reference to Item 6 Action Step 1; Item 14 Action Step 1; Item 17 Action Step 1; Item 18 Action Step 2; Item 25 Action Step 3; Item 28 Action Step 5; Item 44 Action Step 1		
Using C-CFSR, identify high performing counties (See Glossary) that have good practices.	12/03	CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices. One strategy that will be incorporated into the guide is the proven practice of, "team review process" to be used before any second placement of a child (this process also engages child and parent and caregiver (12/03).
CDSS will provide ongoing support to existing Family to Family counties to ensure practice is used in targeted communities.	06/05	CDSS creates and operates a California Family to Family website. (05/02) CDSS contracted with the Resource Center for Family-Focused Practice to provide technical assistance in the form of curricula and provide training to the four Family to Family core strategies: Recruiting, Training, and Supporting Resource Families; Building Community Partnerships;

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Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		Team Decision Making; and Self-Evaluation. (10/02)
<p>We will increase implementation of the Family to Family initiative. By June 30, 2005, Family to Family will be available in counties whose CWS caseload combined represents 60 percent of CWS caseload statewide. Family to Family will be implemented in targeted communities. Please note, it is the State's intent to eventually implement Family to Family statewide</p>	6/30/05	<p>CDSS with support from Annie E. Casey and Stuart Foundations has started and continues to support the implementation of Family to Family in counties that comprise 50 percent of the CWS population, through training and data analysis. (01/03)</p> <p>CDSS with support from Annie E. Casey and Stuart foundations will begin implementation in new counties that are currently waiting for resources to become available, equal to an additional 10 percent of the caseload for a total of 60 percent beginning 06/03. (06/05)</p> <p>The new counties will have plans for implementing all four components of Family to Family (06/04).</p> <p>The new counties will have completed training for Family to Family. (06/04)</p> <p>The new counties will have all four components in test mode. (12/04)</p> <p>The new counties will have all four components implemented in targeted communities. (06/05)</p>
<p>Los Angeles will work with Annie E. Casey Foundation to assist in the implementation and ongoing support for an infrastructure to put into practice key strategies related to the four core strategies</p>	06/05	<p>Los Angeles County will look to hire and train two Family to Family Coordinators to manage the infrastructure. (11/04)</p> <p>The infrastructure will create communication links and ongoing support of coordination and implementation of the key strategies related to the four core strategies across the Los Angeles County DCFS. (02/05)</p> <p>Los Angeles County will develop, with UC Berkeley, a database for Team</p>

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Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>Decision Making (TDM) data collection. (01/05)</p> <p>Los Angeles County will be fully operational with the key strategies, as defined below. (06/05)</p> <p>Every office will have a team decision making-process in place for placement related activities. Los Angeles County will continue to recruit/train and support the development of foster parents in the county.(3/05,6/05)</p> <p>Los Angeles County will have the capacity to collect all the required data from each office for submission to the State. (3/05, 6/05)</p> <p>Each office will continue to develop their community partnering relationships as evidenced by holding community stakeholders meetings and other office related community-building activities. (6/05)</p> <p>CDSS will provide support, training, consultation and technical assistance to implementing counties to ensure the Family to Family based practice is used in all cases and is in targeted communities. Beginning 06/03. 06/05</p> <p>CDSS will provide through our partnership with our foundations and their consultants, data collection and analysis, F2F progress will be addressed in the county SIP. (06/05)</p> <p>CDSS will document implementation by ensuring the completion of each action step noted. Beginning 09/03. (06/05)</p>
CDSS will provide Region IX with a list identifying where the Phase II & III Family	06/05	<p>CDSS will compile a list of activities (11/04)</p> <p>No report due this quarter</p>

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Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
to Family counties will be as of 6/05.		CDSS will submit compiled list to Region IX (11/04) No report due this quarter
CDSS will identify and report quarterly the practice changes that will be implemented by the end of the PIP in each of the targeted communities for all Phase II and III Family to Family counties (see glossary)	06/05	CDSS will track the county generated data required under Family to Family, and report quarterly on progress to full implementation. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05) CDSS will identify and report on the current status for each county as it relates to current activities associated with the Phase in of Family to Family. (12/04, 03/05, 06/05) CDSS will monitor implementation and provide TA through monthly Family to Family coordinator meetings (09/04, 12/04, 03/05, 06/05)
Action Step #8: The CDSS will work with the National Resource Center on Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 5, Item 37)		
CDSS will request technical assistance from the NRC	12/03	The CDSS will make a formal request for technical assistance through the National Resource Center on Permanency Planning and/or Special Needs Adoptions (10/03) CDSS will consult with the National Resource Center on Permanency Planning and/or Special Needs Adoptions to evaluate the State's program to ensure effective recruitment (12/03)
CDSS will provide technical assistance to counties	06/05	CDSS will coordinate with the National Resource Center on Permanency Planning and/or Special Needs Adoptions to provide technical assistance directly to counties beginning 01/04. (06/05)
CDSS will issue an ACIN and provide	01/04	CDSS will draft an ACIN to clarify recruitment efforts and strategies, and

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Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
training to counties		CDSS will provide training instructions to the Counties. (01/04)
CDSS will monitor all Cohort 1 and the 10 largest county recruitment plans submitted as part of the county SIP.	06/05	CDSS will track progress quarterly through C-CFSR SIP Recruitment Plan information and through data collected from action step # 4 of Item 44. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).
Action Step #9: CDSS will perform a policy and system analysis of existing regulations and procedures for identifying and reporting child abuse in out of home care. CDSS will issue new updated instructions through ACL to counties to implement and validate through mapping of CWS/CMS that maltreatment in out of home care is correctly reported.		
CDSS will utilize the existing data and CWDA Children's committees for analysis of the problem and to develop a new process to obtain data for this indicator.	10/15/04	CDSS will arrange a meeting place and time; send out meeting notice:
CDSS, in consultation with the existing data and CWDA Children's committees will analyze the regulations, policies, practices and training for reporting and investigating abuse in out of home care.	10/15/04	CDSS will identify and review existing state policies and regulations for reporting abuse in out of home care.
CDSS will map out and test the revised process used in CWS/CMS to collect this data.	12/17/04	CDSS in partnership with the counties and Health and Human Services Data Center will review and analyze existing policies and practices for recording abuse in out of home care.
CDSS will provide new instructions and training for social workers on entering data into CWS/CMS.	3/1/05	CDSS will disseminate data entry instructions to counties (Note: to the degree CWS/CMS changes are required a delay in reporting correct data could occur).
CDSS will track county progress and provide technical assistance to counties.	6/30/05	CDSS will utilize the C-CFSR quarterly county data reports and system improvement plans as a mechanism for reporting county progress. CDSS will provide technical assistance to counties. CDSS will report on county progress in the PIP quarterly report

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Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Program Contacts - Action steps 2,3, 5, 6,7,& 8: Pat Aguiar; Action steps 1, 4 & 9: Wes Beers		

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Safety Outcome 2, Items 3 & 4

Improvement Goal: We will decrease our rate of recurrence of abuse or neglect in cases where children are not removed from the home from our baseline of 23.0 percent in calendar year 2002 by two percentage points by March 31, 2005	March 31, 2005:	
Measurement Method We calculate the baseline using calendar year 2002 data. This baseline calculation includes all children who have a substantiated or inconclusive allegation of maltreatment and who remained in the home. In the home is defined as no removal during the first referral episode closed during the benchmark year. There were 351,253 cases with this condition between 1/1/2002 and 12/31/2002. This number forms the denominator for the ratio. From these cases, we selected all cases where the next event was a substantiated maltreatment referral. There were 80,684 cases with this condition. This number forms the numerator for our ratio. We then divided 80,684 by 351,253 to get a ratio of 23.0%.		
Frequency of Measurement: Progress will be reported using C-CFSR quarterly reports that provide county-level quantitative information on the recurrence of maltreatment. In addition, we will report in our quarterly reports on completion of each action step. By June 30, 2004, we will improve by one percentage point.	AFCARS/NCANDS Semi-Annual Measures : Not applicable for this item.	C-CFSR Quarterly Data : June 2004: Sept 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when there is a two percentage point reduction in the recurrence of abuse or neglect in cases where children are not removed from the home and action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:	

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Safety Outcome 2, Items 3 & 4 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. In Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, Permanent Placement). Further the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families CDSS will track each county's action steps and report progress quarterly. Cross-reference to Safety Outcome 1, Item 2A, Action Steps 1; Item 5 Action Step 1</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step # 2: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step #3: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. (Cross-reference to Safety Outcome 1, Item 2A; Permanency Outcome 1, Item 5)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step #4: The CDSS will develop and implement a framework for a differential response system as part of the CWS system improvements. (Cross-reference to Safety Outcome 1, Item 2A; Well-Being 1, Items 17; Systemic Factor 5, Item 36)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Program Contacts: Action Steps 3 & 4: Pat Aguiar; Action Steps 1 & 2: Wes Beers</p>		

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Permanency Outcome 1, Item 5

Improvement Goal: The rate of children re-entering foster care will decrease from 10.7 percent in fiscal year 2000 to 9.4 percent by June 30, 2005	June 30, 2005:	
Measurement Method: Meeting this improvement goal requires a 1.3 percentage point improvement by the end of the PIP. Progress will be measured every six months using the AFCARS indicator for foster care re-entry by calculating the percent of all children entering care during the Federal fiscal year who re-entered foster care within 12 months of a prior episode. Progress also will be measured using the C-CFSR alternative quarterly performance indicators related to foster care re-entry.		
Frequency of Measurement: Measurement of progress toward achieving the national data standard will be reported from AFCARS every six months. In addition, C-CFSR quarterly reports will measure quantifiable improvement. We will report quarterly completion of action steps. By June 30, 2004, we will see a 0.65 percentage point improvement	AFCARS/NCANDS Semi-Annual Measures: Dec 2003: June 2004: Dec 2004: June 2005:	C-CFSR Quarterly Data: March 2004: June 2004: Sept 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the rate of children re-entering foster care is 9.4 percent and all action steps have been completed.	Date Improvement Goal Achieved: Date all Action Steps completed:	

Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #1: : The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. In Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, Permanent Placement). Further the County is developing a		

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Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families CDSS will track each county's action steps and report progress quarterly. Cross-reference to Safety Outcome 1, Item 2A, Action Steps 1; Items 3&4 Action Step 1 Status reported in Safety Outcome 1, Item 2A		
Action Step #2: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Safety Outcome 2, Items 3 & 4; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A		
Action Step #3: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4) Status reported in Safety Outcome 1, Item 2A		
Action Step #4: The CDSS, with the Judicial Council, will propose legislation to include language on the use of trial home visits when pursuing reunification and expanded permanency options. This will reduce the inappropriate movement of children in and out of foster care. Additionally, we will ensure that counties and courts use trial home visits, TPR, and permanency options appropriately and consistently. (Cross-reference to Permanency Outcome 1, Item 8)		
Prepare a policy analysis, including legal issues to identify the issues/problems with the statute as currently written.	04/03	CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03)
Analyze fiscal impact if legislation were enacted	05/03	CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03)
Submit legislative proposal	05/03	Introduced language into Trailer Bill as part of the May Revise (05/03)
If legislation passes, implement through ACL	09/03	CDSS will identify implementation issues, including fiscal, claiming,

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Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
and regulation processes as needed.	(assumes legislation passes on 07/01/03)	<p>regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03). CDSS will draft, with County input, an implementing ACL, incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter (08/03). (Note-Implementation will be delayed if CWS/CMS changes required Federal IT approval.)</p> <p>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (09/03).</p> <p>CDSS will coordinate with the Judicial Council to provide all Judges with notice and instructions on change in law (09/03). (Cross reference to Systemic Factor 4, Items 32 and 33)</p>
		<p>CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate (09/03). (Note- if Federal IT approval is required, implementation will be delayed).</p> <p>CDSS will begin regulation change process (09/03) (Regulation changes take approximately nine months-ACL remains in force during the interim time period).</p>
CDSS will amend the contract with Judicial Review and Technical Assistance (JRTA) contract.	12/03	CDSS will amend JRTA contract to include ongoing technical assistance for Judges on use of Trial Home Visits, TPR and Permanency Options. (12/03)
CDSS will monitor implementation	06/05	CDSS will track and document the completion of all action steps,

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Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		training of staff and training and technical assistance to judges through the JRTA contract on a quarterly basis (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).
Action Step #5: The CDSS, will work with the California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. In addition, as part of the C-CFSR county self-assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2A; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36) Status reported in Safety Outcome1, Item 2A		
Action Step # 6: As part of the Redesign, CDSS will create opportunities to reduce high caseloads and workloads in order to improve caseworker practice and create a beneficial service environment for children and families		
CDSS in, collaboration with the counties, will conduct an updated assessment of county workloads	06/04	CDSS, in collaboration with the counties, will assess the workload impact of recent and proposed changes resulting from this PIP, the Redesign, and the C-CFSR. (12/03) Based on the findings, CDSS will work with the counties, the Legislature, and other stakeholders to address workload issues. (06/04)
CDSS will investigate and make recommendations on federal, state and county level fiscal reforms that assist in reducing caseloads and workloads	06/04	CDSS will meet with relevant stakeholders to discuss changes to the CWS funding allocation. Various options will be explored including an allocation formula that includes county plans developed in conjunction with local partnerships. (06/05)

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Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>CDSS, in conjunction with relevant stakeholders, will explore options to increase funding flexibility. (06/05)</p> <p>CDSS will apply some of the flexible funding strategies. (06/05)</p>
Program Contacts: Action Steps # 3, 4, 5 & 6: Pat Aguiar; Action Step # 1 & 2: Wes Beers		

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Permanency Outcome 1, Item 6

Improvement Goal: The percentage of children who have two or fewer foster care placements in the first year of their latest removal will increase by 3.8 percentage points based on calendar year 2000 AFCARS data to 81.6 percent by June 30, 2005.	June 30, 2005:	
Measurement Method: Progress toward achieving the goal will be measured using AFCARS data for stability in foster care. This is calculated using the percent of all children who have been in foster care less than 12 months from the time of the latest removal and had no more than two placement settings. Interim progress will be measured quarterly using the C-CFSR data indicators related to stability in foster care. In addition, we will track quarterly progress in implementing all action steps.		
Frequency of Measurement: Measurement of progress toward national data standards will be reported from AFCARS every six months. Quarterly reports will report on quantitative progress and on the completion of action steps. By June 30, 2004, we will improve by 1.9 percentage points.	AFCARS/NCANDS Semi-Annual Measures: December 2003: June 2004: December 2004: June 2005:	C-CFSR Quarterly Data: March 2004: June 2004: Sept 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the rate of children having two or fewer placement settings is at 81.6 percent for stability in foster care by June 30, 2005, and all action steps have been completed.	Date Improvement Goal Achieved: Date all Action Steps completed:	

<p>Permanency Outcome 1, Item 6 Benchmarks</p>	<p>Projected Dates of Completion</p>	<p>Tasks</p>
<p>Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will develop a promising practices guide that will contain successful practices</p>		

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Permanency Outcome 1, Item 6 Benchmarks	Projected Dates of Completion	Tasks
<p>from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally the State will work to increase the number of counties that use the Family to Family Initiative. CDSS will track each county's action steps and report progress quarterly.</p> <p>Cross-reference to Safety Outcome 1, Item 2B, Action Step 7; Item 6 Action Step 1; Item 14 Action Step 1; Item 17 Action Step 1; Item 18 Action Step 2; Item 25 Action Step 3; Item 28 Action Step 5; Item 44 Action Step 1</p> <p>Status reported in Safety Outcome 1, Item 2B</p>		
<p>Action Step #2: Concurrent planning is required by State law. The CDSS will issue an All County Information Notice (ACIN) to identify key promising practices in concurrent planning implementation, such as the importance of integrating adoption practices earlier in the case plan and appropriate training of foster parents to support reunification and permanency for children. This will improve the effectiveness of this statutory requirement.</p>		
CDSS will integrate concurrent planning into the C-CFSR.	03/04	CDSS will include concurrent planning in the county self-assessments as part of the C-CFSR so that counties assess the degree of implementation of concurrent planning into their county system and identify any implementation issues. (03/04)
Issue ACIN to identify key promising practices in concurrent planning implementation.	09/04	CDSS will identify and document practices in counties that have successfully implemented concurrent planning. (03/04)
Through the County Self Assessments and SIPS, CDSS will identify any statewide systemic barriers to implementation of concurrent planning by counties.	12/04	CDSS will release an ACIN which will include model procedures, systems and practices and an updated county training curriculum that builds on initial statewide training delivered when law was first implemented. (06/04)
		Each county, based on any issues identified in their self-assessment, will include as part of the County SIP, a written action plan for improving the success of concurrent planning. Each plan will include the identification of action steps, resources and establishing priority for a county for training by the Regional Training Academies if staff skills are at issue. (12/04)
CDSS will provide technical assistance and	06/05	Based on the needs identified in the county self-assessments, CDSS

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Permanency Outcome 1, Item 6 Benchmarks	Projected Dates of Completion	Tasks
training		staff will provide technical assistance as identified in individual county SIPs to improve their use of concurrent planning and to assist them in implementing their SIP action plans, beginning 09/04 (06/05)
CDSS will monitor and document the implementation through the county self-assessments and SIPs	06/05	<p>CDSS will identify which of the 10 largest counties are including concurrent planning in their SIPs. (12/04)</p> <p>CDSS will track county progress, and through completion of county SIP concurrent planning action plan steps beginning 06/04. (06/05)</p> <p>Quarterly reports will document that technical assistance has been provided (06/04, 09/04, 12/04, 03/05, 06/05).</p>
Los Angeles County will fully implement concurrent planning	06/05	<p><u>Los Angeles Strategies:</u> Los Angeles County is currently contracting directly for technical assistance from the consultants with the Permanency Planning Institute of the National Resource Center (01/03)</p>
CDSS monitor Los Angeles concurrent planning action plan	06/05	<p>Los Angeles will fully incorporate concurrent planning into their operating procedures and county training of staff. (12/03).</p> <p>Los Angeles County will further enhance concurrent planning practice through design and implementation of a systems change, referred to as Los Angeles County's "Concurrent Planning Redesign." (06/05)</p> <p>CDSS will consult with the NRC working with LA to determine any barriers that the State can resolve to support LA efforts. If determined feasible, CDSS will request assistance from the IT NRC to pilot the proposed concurrent planning website in LA to provide additional support to the county effort beginning 06/04. (06/05)</p>

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Permanency Outcome 1, Item 6 Benchmarks	Projected Dates of Completion	Tasks
Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, Item 2b, Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B		
Action Step #4: As part of the C-CFSR self-assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for older and special needs children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)		
Counties will analyze their placement resource needs	06/04	Counties will perform a countywide self-assessment process and identify strengths and areas that need improvement. (06/04)
Each county will develop a plan to address those needs	09/04	<p>Based on self assessments, counties will develop SIPs, including a strategy to recruit foster parents for special needs children (09/04).</p> <p>CDSS will provide onsite technical assistance during both the self assessment and the SIP development based on data from the C-CFSR and promising practice guides to focus on problem identification and proven successful strategies used by high performing counties to guide the development of County SIPs beginning 09/03. (09/04)</p> <p>CDSS will review and approve county SIPS, which will be received on a flow basis with all county SIPs due and approved by the State no later than 12/04.</p> <p>CDSS will identify statewide systemic barriers to unmet placement needs from the SIPs and work with counties to resolve beginning 09/04. (06/05)</p>
CDSS will provide technical assistance	06/05	CDSS staff will provide written and onsite technical assistance,

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Permanency Outcome 1, Item 6 Benchmarks	Projected Dates of Completion	Tasks
		including resource based on specific county's assessed needs and gaps, to ensure that the unmet placement component of the SIP is effectively, efficiently implemented begin 09/04. (06/05)
CDSS will monitor the progress of counties implementation	06/05	<p>CDSS will track the implementation of each county's SIP recruitment plan developed as part of the C-CFSR process by documenting the completion of all action steps and tracking the data in Step #4 Item 44 to ensure appropriate level of placement resources are available to meet the placement needs of children. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p>CDSS will provide ongoing technical assistance (based on county needs) until all action steps are completed. Quarterly reports will document that the technical assistance has been provided. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p>
Program Contacts - Action step 1: Wes Beers; Action steps 2-4: Pat Aguiar		

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Permanency Outcome 1, Item 7

Improvement Goal: We will increase our rate of timely establishment of appropriate permanency goals from our baseline of 79.7 percent in calendar 2002 by three percentage points to 82.7 percent by June 30, 2005.	June 30, 2005:	
Measurement Method: We calculated the baseline using calendar year 2002 data. This baseline calculation includes all child welfare supervised children or probation supervised children in the CWS/CMS system that had an open placement record any time during 2002. We calculated time in care using the placement end date or 12/31/02 for open placements. Then we looked backward to identify all cases with at least 17 months of time in care. There were 80,721 placements open 17+ months. Next, we excluded the 8,596 cases with missing permanency goal information. This left 72,125 cases. Of these cases, 14,614 cases had reunification goals at 17 months. We then divided 14,614 by 72,125 to get a ratio of 20.3%. We computed the benchmark by subtracting 20.3% from 100% to get 79.7%. We used this approach because all the cases that do not have a reunification goal have another permanency goal recorded in the CWS/CMS.		
Frequency of Measurement: Progress will be measured and reported using the quarterly C-CFSR reports. By June 30, 2004, we will improve by 1.5 percentage points. In addition, we will report annually the proportion of children in care for 17+months by permanency goal including adoption, guardianships, long term foster care, and reunification.	AFCARS/NCANDS Semi-Annual Measures: Not applicable for this item	C-CFSR Quarterly Data: March 2004: June 2004: Sept. 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the percentage of children in which a timely establishment of permanency has improved by three percentage points from the baseline calendar year 2002 data.	Date Improvement Goal Achieved: Date all Action Steps completed:	

Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly.		

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Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Items 8.9, & 10; Systemic Factor 2 Item 28)		
CDSS will convene a promising practices exchange meeting with the 10 largest counties.	9/23/04	CDSS will arrange a meeting place and time; send out meeting notice.
CDSS will develop a list by county of specific actions to be completed.	06/30/05	In partnership with the counties, CDSS will develop action steps for adoption by each county. Primary consideration for an action step is that it must be implemented in time to impact PIP target of 6/30/05.
CDSS will track county progress, provide technical assistance and report quarterly on county progress.	06/30/05	CDSS will track action steps on a county by county basis (06/05) CDSS will utilize the C-CFSR Quarterly County Data Reports and System Improvement Plans as a mechanism for reporting county progress. CDSS will provide technical assistance to counties. CDSS will report on county progress in the PIP quarterly report.
CDSS, as part of a comprehensive, separate strategy, will provide technical assistance to Los Angeles	04/04	Using both online (CWS/CMS) and onsite reviews, CDSS will analyze Los Angeles County's current procedures, policies, systems and practices regarding concurrent planning (09/03). Los Angeles County will work with Hunter College consultants on permanency planning to draft an action plan. (08/03) In partnership with Los Angeles County, CDSS will develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes for improving concurrent planning.(09/03)

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Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		Los Angeles County will develop and implement training for FR staff. (10/03). CDSS staff will provide written and onsite technical assistance, based on specific Los Angeles County's assessed needs and gaps, during the implementation of the county's action plan. Quarterly reports will document that the technical assistance has been provided (04/04)
Los Angeles will implement concurrent planning	04/04	Los Angeles County will implement concurrent planning for all cases beginning 09/03. (03/04) Los Angeles County will monitor the implementation of concurrent planning through its quality assurance unit (4/04.)
CDSS will monitor and document the implementation of concurrent planning in Los Angeles County	06/05	Based on C-CFSR quarterly reports, CDSS will provide ongoing technical assistance to Los Angeles County until performance goals are met beginning 06/04. (06/05) CDSS will track county improvement (Matrix 3C) data from the C-CFSR Quarterly reports will document that the technical assistance has been provided (09/04, 12/04, 03/05, 06/05).
Action Step #2: The CDSS will develop and implement improvement strategies through a contract with JRTA to provide monitoring and technical assistance to all judges on current law regarding termination of parental rights (TPR), concurrent planning, and the requirement that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Information will be disseminated through ACLs or ACINs and/or training academies as necessary to implement identified strategies. (Cross-reference to Permanency Outcome 1, Item 10; Systemic Factor 2, Item 28)		
CDSS will review statutory issues and develop strategy	05/04	CDSS complete policy analysis as part of documentation of changes necessary for PIP (03/04)
CDSS will seek technical assistance through the National Child Welfare Resource Center	12/03	CDSS will request technical assistance through the National Child Welfare Resource Center on Legal and Judicial Issues (12/03)

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Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
on Legal and Judicial Issues. Judicial Council will initiate monitoring and technical assistance to all judges on current law regarding TPR and concurrent planning and reconsideration of permanency options.	01/05	CDSS will review JRTA contract to determine what additions, if any, are required. (07/04) CDSS will amend existing contract with the Judicial Council to include providing monitoring and technical monitoring and technical assistance to all judges on TPR and concurrent planning. (07/04) CDSS will report quarterly (03/05 & 06/05)
CDSS, in conjunction with CWDA, CPOC and the Judicial Council, will develop strategies (including training) to improve timely TPR and documentation of a compelling reason for not terminating parental rights for children who have been in foster care for 15 of the most recent 22 months.	03/04 (subject to approval by the Judicial Council)	Workgroup convenes (01/04) Workgroup develops strategies; CDSS, with county input, conducts CWS/CMS system analysis. (03/04)
The new strategies will begin to be implemented statewide.	01/05	CDSS will issue an ACL or ACIN as necessary, which will provide any initial instructions for implementing the strategies, including any training instructions and procedures on any approved CWS/CMS changes. We will track compelling reasons information when this capacity is available in CWS/CMS. (01/05) CDSS will incorporate any necessary changes into statewide training curriculum. (01/05) (Cross reference to Systemic Factor 4, Items 32 and 33)
CDSS will monitor implementation of strategies.	06/05	CDSS will track quarterly the data indicators for children receiving timely TPR (Item 28) and the establishment of permanency goals (Item 7) in order to ensure county implementation of these strategies. (06/04, 09/04, 12/04, 03/05, 06/05)
Action Step #3: The CDSS will study and report on the feasibility of including a core element in the PQCR or other options to measure		

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Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
the timely establishment of appropriate permanency goals		
CDSS will study the feasibility of various measurement options	09/04	<p>CDSS will discuss with the counties various methods to measure the timely establishment of appropriate permanency goals, including adding a core element to the PQCR. (12/03)</p> <p>CDSS will examine the feasibility of including additional variables in CWS/CMS or additional question in our PIP surveys to address timely and appropriate permanency goals. (06/04)</p> <p>CDSS will provide a written summary of our analysis and include the results of our study in a quarterly report. (09/04)</p>
Program Contacts - Action step 1: Wes Beers; Action steps 2 & 3: Pat Aguiar; Action step 4: Tom Graham		

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Permanency Outcome 1, Item 8

Improvement Goal: : California’s goal will be to improve performance (the percent of children who were reunified in less than 12 months from the latest removal) from 53.2 percent in fiscal year 2000 to 57.2 percent by June 30, 2005, which is a four-percentage point improvement.	June 30, 2005:	
Measurement Method: Progress will be measured using AFCARS data that calculate the percent of children who were reunified in less than 12 months from the latest removal. Progress also will be measured quarterly using the C-CFSR data indicators related to exits from foster care, including to reunification (C-CFSR measure 3A). In addition, we will track quarterly progress in implementing all action steps.		
Frequency of Measurement: Measurement of progress toward national data standards will be reported using AFCARS every six months. C-CFSR quarterly reports will report on quantifiable improvement. Our quarterly reports also will identify the completion of action steps. By June 30, 2004, we will improve by two percentage points.	AFCARS/NCANDS Semi-Annual Measures: Dec 2003:	C-CFSR Quarterly Data: March 2004: June 2004: Sept. 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when California’s performance in this area has improved by four percentage points and by the completion of all action steps	Date Improvement Goal Achieved: Date all Action Steps completed:	

Permanency Outcome 1, Item 8 Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and		

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Permanency Outcome 1, Item 8 Benchmarks	Projected Dates of Completion	Tasks
<p>commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. Cross-reference to Safety Outcome 1, Item 2b, Action Steps 1, 3 and 7; Items 3&4 Action Step 1; Item 5 Action Step 1; Item 6 Action Step 1; Item 14 Action Step 1; Item 17 Action Step 1; Item 18 Action Step 2; Item 25 Action Step 3; Item 28 Action Step 5; Item 44 Action Step 1; Permanency Outcome 1 Items 8.9, & 10;</p>		
<p>Action Step #2: The CDSS, with the Judicial Council, will propose legislation to include language on the use of trial home visits when pursuing reunification and expanded permanency options. This will reduce the inappropriate movement of children in and out of foster care. Additionally, we will ensure that counties and courts use trial home visits, TPR, and permanency options appropriately and consistently. Cross-reference to Permanency Outcome 1, Item 5 Status reported in Permanency Outcome 1, Item 5</p>		
<p>Action Step #3: The CDSS, as part of its on-going effort to improve county data collection for the CWS/CMS will instruct counties to address the need to ensure that case closure and case plan transfer dates and reasons are completed in CWS/CMS.</p>		
CDSS will issue ACL	09/03	CDSS will issue an ACL to address the barriers and provide instruction on completing case closure, case transfer dates and reasons, program transfer protocols, and rules on transfer of case plan goal (09/03)
CDSS will provide targeted training and monitor improvement in quality data.	06/05	<p>CDSS will provide TA on CWS/CMS data entry changes to all counties by incorporating training into current CWS/CMS training program (09/03).</p> <p>CDSS will review CWS/CMS data fields to identify counties who still have difficulty completing case closure dates and reasons, and provide additional targeted training. (12/03)</p> <p>CDSS will document improvement in impacted CWS/CMS data elements and the quality of reports will improve each quarter (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p>

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Permanency Outcome 1, Item 8 Benchmarks	Projected Dates of Completion	Tasks
Program Contacts - Action step 1: Wes Beers; Action step 2: Pat Aguiar; Action Step 3: Tom Burke		

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Permanency Outcome 1, Item 9

Improvement Goal: California's goal will be to improve on the length of time to achieve adoption of children to 20.9 percent, which is an increase of 2.9 percentage points from the FFY 2000 benchmark.	June 30, 2005:	
Measurement Method: Progress will be measured using AFCARS data for all children who exited care to a finalized adoption in less than 24 months. Progress will also be measured quarterly using the C-CFSR data indicators (see C-CFSR matrix 3D & 3A) related to length of time to achieve adoption. In addition, we will track quarterly progress in implementing all action steps.		
Frequency of Measurement: Measurement of progress toward national data standards will be reported using AFCARS every six months. C-CFSR quarterly reports will measure quantitative improvement. In addition, we will report on completion of action steps. By June 30, 2004, we will improve by 1.45 percentage points.	AFCARS/NCANDS Semi-Annual Measures: Dec 2003:	C-CFSR Quarterly Data: March 2004: June 2004: Sept. 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the length of time to achieve adoption of children has improved to 20.9 percent, which is an increase of 2.9 percentage points, and all action steps have been completed	Date Improvement Goal Achieved: Date all Action Steps completed:	

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document		

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Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>compelling reasons for not filing TPRs. Cross-reference to Safety Outcome 1, Item 2b, Action Steps 1, 3 and 7; Items 3&4 Action Step 1; Item 5 Action Step 1; Item 6 Action Step 1; Item 14 Action Step 1; Item 17 Action Step 1; Item 18 Action Step 2; Item 25 Action Step 3; Item 28 Action Step 5; Item 44 Action Step 1; Permanency Outcome 1 Items 8.9, & 10; Systemic Factor 2 Item 28) Status reported in Permanency Outcome 1, Item 7</p>		
<p>Action Step # 2: CDSS will track progress and provide technical assistance (see glossary) to Los Angeles County's implementation of their comprehensive 2003 Adoption Initiative. This Initiative, which incorporates recommendations from the Los Angeles Auditor-Controller report, will significantly increase the number of adoptions and reduce the average length of time for home studies</p>		
<p>Los Angeles County will implement its 2003 Adoption Initiative</p>	<p>04/04</p>	<p>LA County Adoption cases will be redistributed to remain with the case carrying worker to free up adoption workers to complete adoptions beginning 08/03. (04/04)</p> <p>As part of the Adoption Initiative, Los Angeles County will pilot a consolidated foster family home/adoptive home study process (09/03).</p> <p>Los Angeles County will complete the 2,100 pending adoption home studies (11/03)</p> <p>Los Angeles County will accelerate the adoptive home study process. The process will take six months to complete (01/04).</p> <p>Los Angeles County will shorten the time from TPR to finalization of adoptions from 21 months to 15 months (04/04).</p> <p>Los Angeles County will provide technical assistance to adoption workers to support timely TPR. Technical assistance will be provided by knowledgeable, experienced staff (04/04).</p>
<p>CDSS will provide technical assistance as needed, and report through quarterly reports.</p>	<p>06/05</p>	<p>CDSS will provide TA and support on approaches to working with outside agencies such as courts and private nonprofit entities to assist in resolving conflicts and barriers to implementation of the LA</p>

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Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		County Adoption Initiative beginning 12/03. (06/05)
CDSS will monitor progress of LA adoption's initiative	06/05	CDSS will report quarterly on LA County implementation of Adoption Initiative and will report quarterly on improvement in length of time to adoption using C-CFSR (Matrix 3A). (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05)
Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is enacted statewide. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B		
Action Step #4: The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS' contract with JRTA to provide training to all judges on current law regarding Termination of Parental Rights (TPR) and concurrent planning. (Cross-reference to Permanency Outcome 1, Item 7; Systemic Factor 2, Item 28) Status reported in Permanency Outcome 1, Item 7		
Action Step #5: CDSS will issue an All County Information Notice (ACIN) to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of Adoption Assistance Program (AAP) payments to families when child is adopted regardless of age or special needs (Cross-reference to Systemic Factor 2, Item 28.; and Systemic Factor 7, Item 44.)		
Will incorporate into statewide training curricula information on Adoption policy, practice, purpose and use governing AAP	09/03	CDSS will work with Regional Training Academies to develop and implement curricula regarding AAP payments policy and adoptions policy for older and special children for new and existing county CWS and Adoptions staff (09/03)
Will issue ACIN clarifying existing state statute and policy	09/03	CDSS will release ACIN to all counties reiterating current state statute and policy regarding AAP payment and adoption of older and special needs children. ACIN will provide instructions on interim training to be provided to staff within 30 days of receipt of ACIN (09/03)
CDSS will provide technical assistance and	06/05	CDSS will provide written TA to all counties on the policy regarding

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monitor improvements		<p>AAP payment policy and adoptions of older and special needs children beginning 09/03. (06/05)</p> <p>CDSS will track delivery of training in counties during onsite reviews and maintain a copy of each county's procedures on Adoption and AAP to ensure appropriate policies are in place beginning 12/03. (06/05).</p> <p>CDSS will track progress quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p>
<p>Action Step #6: The CDSS will work with the National Resource Center on Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care (Cross-reference to Safety Outcome 1, Item 2b; Systemic Factor 5, Item 37)</p> <p>Status reported in Safety Outcome 1, Item 2B</p>		
<p>Action Step #7: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies (RTAs) to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide. (Cross-reference to Systemic Factor 2, Item 28; Systemic Factor 4, Item 32)</p>		
Develop requirements and competencies for supervisors	12/04	CalSWEC will conduct a survey of county child welfare managers and supervisors to determine the competencies necessary for supervisors to support the goals of the PIP (12/04)
Develop a common core curriculum for supervisors	03/05	<p>Using the results of the survey, CalSWEC will develop a framework for supervisor competencies and will solicit review and feedback from five regional groups including Los Angeles, to assure their efficacy in strengthening case practice (12/04)</p> <p>The supervisor competencies will be revised and finalized (03/05)</p> <p>CalSWEC and the RTAs will review and revise existing supervisory</p>

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		<p>curricula in order to develop a common core curriculum that reflects the supervisory competencies (03/05)</p> <p>CDSS will recommend to counties via ACIN that all new child welfare supervisors must be trained to the new common core curriculum, in the interim pending adoption of regulations. (03/05)</p>
Monitor the implementation of supervisor training to the common core curriculum	06/05	CDSS will report quarterly on completion of tasks and number of supervisors trained. (12/04, 03/05, 06/05)
Monitor the implementation of the early training effort for supervisors in new initiatives and program and policy changes required by the PIP and the Child Welfare Redesign	06/05	<p>CalSWEC and the RTAs will develop an early training effort for supervisors, including training materials and presentations on new initiatives and program and practice changes required by the PIP and the CWS Redesign, information on the adoptability of older children, the availability of post adoption services and financial assistance. RTAs, county training units, and the U.C. Davis Resource Center for Family Focused Practice will be required to use these presentations and materials to orient and train all child welfare and probation supervisors (12/03)</p> <p>CDSS will include the role of the supervisor as mentor as a component of the early training on new initiatives (12/03)</p> <p>CDSS will issue an ACIN to the counties that recommends that all supervisors receive the training in new initiatives and practice changes; pending completion of the supervisor core curriculum (12/04)</p> <p>CDSS will report quarterly on the achievement of these tasks and the number of supervisors trained in new initiatives and practice changes (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p>

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Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Develop and implement a common core curriculum for line staff	06/05	<p>In consultation with the statewide training taskforce, CDSS will update/revise the existing Standardized Core competencies and curriculum to incorporate policy and practice changes and to address areas needing improvement as identified in the PIP in order to develop a common core curriculum for child welfare workers (03/04)</p> <p>The curriculum will be field tested and revised (03/05)</p> <p>CDSS will disseminate the common core curriculum to all Regional Training Academies and county training units. (06/05)</p> <p>CDSS will develop regulations to implement the new requirement that all new line workers and supervisors must complete the common core curriculum (Due to the length of the regulation development process, this item will be completed post-PIP; however, CDSS will report progress each quarter beginning 12/04)</p> <p>CDSS will report quarterly on the achievement of these tasks and on the number of new workers trained in the common curriculum. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p>
Action Step #8: The CDSS will provide training to child welfare and probation supervisors on principles of good case planning practice, including involvement all family members in case planning. (Cross-reference to Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32)		
Develop training materials and curriculum	12/03	<p>The “New Initiatives” training materials for child welfare and probation supervisors will include exposure to the principles of good case planning practice, involvement of all family members in case planning and need for parent visiting. (12/03)</p>

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Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Deliver training to all new and existing child welfare and probation supervisors	06/05	Training starts for new supervisors and existing supervisors beginning (12/04) Training will be provided to existing supervisors to familiarize them with the line staff common core curriculum in order to assist with transfer of learning. (06/05)
CDSS will monitor implementation of this training	06/05	CDSS will track number of supervisors trained and review training evaluations. Training will be incorporated into core curriculum. (06/04, 09/04, 12/04, 03/05, 06/05)
Action Step #9: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32)		
Curriculum for the training has been developed and is being tested by Sonoma State University in consultation with tribal representatives, county and State staff and trainers. Revisions will be made as needed.	08/03	Pilot Training session to 30 CDSS staff (05/03) Pilot Training session to 1 County hosted by a tribe for 30 people. (06/03) Pilot Training sessions at annual ICWA Conference for 20 people (07/03) In cooperation with Sonoma State, ICWA subject matter experts, tribes, and key consultants, convene planning meeting to determine adequacy of curricula based on pilot training and to determine training sites. (08/03)
The CDSS will complete a series of five regional sessions for counties, regional training academy representatives and tribal social workers regarding the ICWA requirements.	06/04	Regional training centers develop curricula for ICWA training (01/04) Deliver five ICWA regional training sessions beginning 01/04. (06/04)

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Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will monitor completion of regional training	06/04	CDSS will track numbers trained at regional training sessions and review completed training assessments (06/04).
Action Step #10: The CDSS will work with counties to recommend practices that integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment (Cross-reference to Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 5, Item 37; Systemic Factor 7, Item 44)		
Recommendations for integrating the issues of fairness and equity into decision points within the child welfare service system from intake to disposition will be completed	06/03	The concept of "fairness and equity" is defined and key decision points within the Child Welfare Services program that can reflect a fair and equitable system are identified (e.g., hotline, intake, case opening, placement, permanent plan) along with key services (e.g., family support, treatment, kinship care, permanency planning).
Ongoing technical assistance will be provided to the counties to work on fairness and equity issues such as cultural competence, intake processes and foster parent recruitment	06/05	Through Region IX, we will request technical assistance from the NRC on Permanency Planning. CDSS will provide technical assistance to counties regarding strategies for ensuring fairness and equity at all decision points in Child Welfare beginning 09/03. (06/05)
Through the new quality assurance process, data will be provided to counties that will indicate where fairness and equity issues need to be addressed and training will be provided	02/04	<p>County-specific data that provides baseline racial and ethnic data for all children in the Child Welfare Services program, by age and decision point, as reflected on the decision matrix, will be sent to counties and available on the web. (12/03)</p> <p>With the assistance of the NRC on Permanency Planning, training curricula will be developed and tested. (12/03).</p> <p>Strategies for ensuring fairness and equity into key decision points will be recommended in an ACIN to be released in October 2004. The content will be based on the Fairness and Equity Matrix developed by the CWS Stakeholders Group and Redesign and will include the</p>

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Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>elements of the National Resource Center on Permanency Planning Report to California (received 8/04) and the June 2003 U.C. Berkeley Symposium on Fairness and Equity (publication release date of Fall 2004) (10/04)</p> <p>Fairness and equity training will be incorporated into the core curriculum of the CWS Academies and made available for training county social workers. (02/04)</p>
CDSS will monitor statewide implementation	06/05	<p>CDSS will track implementation by monitoring number of counties trained and reviewing operating procedures. CDSS will maintain copies of procedures for each county beginning 03/04. (06/05)</p> <p>CDSS will track data quarterly using the C-CFSR and will target technical assistance to counties where the baseline data show that children coming into and staying in the system are significantly disproportionate to their representation in the general public (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p>CDSS will develop a process to determine the effectiveness of the operating procedures and determine if there are components that can be regulated. (06/05)</p>
Program Contacts - Action steps 1-10: Pat Aguiar		

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Permanency Outcome 1, Item 10

Improvement Goal: We will reduce the proportion of children with a goal of long-term foster care at two years after entry from our baseline of 39.9% in calendar year 2002 by three percentage points to 36.9% by June 30, 2005.	June 30, 2005:	
Measurement Method: We calculate the baseline using calendar year 2002 data. The cohort represents the number of children in placements any time during 2002. The time in care calculation uses the placement end date, or 12/31/02, for open placements. We then calculate the ratio of children who have a goal of long term foster care to the total number of children in placements for the relevant period. There were 66,665 children in care for 2 years or more. We excluded 6,531 children with missing goal information for a total of 60,134 children with complete goal information. There were 24,013 children with long-term foster care goals out of the 60,134 placements open 2 or more years. We then divided 24,013 by 60,134 to get a ratio of 39.9%.		
Frequency of Measurement: Progress will be tracked using quarterly reports from CWS/CMS data. By June 30, 2004, we will improve by 1.5 percentage points..	AFCARS/NCANDS Semi-Annual Measures: This item is not applicable, as there is no measurement for this item.	C-CFSR Quarterly Data: March 2004: June 2004: Sept. 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the proportion of children in care more than two years with a goal of long-term foster care is reduced by three percentage points from the calendar year 2002 baseline data and by the completion of all action steps	Date Improvement Goal Achieved: Date all Action Steps completed:	

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Permanency Outcome 1, Item 10 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. Cross-reference to Permanency Outcome 1 Items 7, 8, & 9</p> <p>Status reported in Permanency Outcome 1, Item 7</p>		
<p>Action Step #2: The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide (Cross-reference to Permanency Outcome 1, Item 7; Systemic Factor 2, Item 28)</p> <p>Status reported in Permanency Outcome 1, Item 7</p>		
<p>Program Contacts - Action steps 1, & 2: Pat Aguiar</p>		

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Permanency Outcome 2, Item 14

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children whose primary connections -- including extended family, friends, community, and racial heritage -- are preserved by June 30, 2005.	June 30, 2005
Measurement Method: Data collection method: Telephone survey using structured questionnaire. Items on the survey to be developed and reviewed in conjunction with Region IX. Population to be interviewed for this item: foster parents and foster caregivers for children in out-of-home placements. Survey includes a set of questions about whether the child had contact during the current placement with: extended family members, friends, community of faith, groups related to racial heritage, and after school activities. If the child is American Indian, the survey will ask a subset of additional questions. Calculation of performance measure: A score will be computed, giving one point for each connection maintained (Possible range 1 to 5). A score of 3 or higher indicates successful preservation of primary connections.	
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2	Survey results data: May 2004 (baseline): January 2005: December 2005:
Determination of Goal Achievement: The goal will be achieved when there is a three-percentage point improvement from the baseline survey in the percentage of children whose primary connections -- including extended family, friends, community, and racial heritage -- are preserved; and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:

Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide technical assistance to high priority counties (see glossary) to identify and implement promising		

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Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B		
Action Step #2: The CDSS will work with Indian tribes to ensure that tribal voice and involvement are integrated into the training curricula.		
Convene a workgroup of State, regional training academy and tribal staff to make recommendations on ways that tribal voice and involvement can be integrated into training curricula.	12/04	CDSS will convene the workgroup to identify issues and develop recommendations. (12/04)
Implement recommendations	06/05	CDSS will work with the regional training academies to ensure that all recommendations are integrated into training curricula. (06/05) Training to new and ongoing social workers and probation officers will be provided using the revised curricula (06/05).
Action Step #3: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #4: The CDSS will review licensing regulations, policies and procedures regarding family visitation and contact in foster family agencies and group home facilities to ensure worker understanding of the need to maintain connections and to remove barriers to compliance so that agency social workers maintain a child's family and community connections. This action step will ensure that these		

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Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
activities do not conflict with certain case planning goals		
The CDSS will conduct a review of existing licensing regulations, policies and procedures regarding facility staff training on family involvement and engagement in the case plan process when consistent with the case plan goals	12/04	CDSS will review current foster family agency and group home licensing policies and procedures for any barriers related to training of facility staff regarding family involvement consistent with the case plan. (12/04)
The CDSS will release ACL (or comparable communication) to agency and provider community regarding how to remove barriers to assisting children placed in facility settings in maintaining family connections	12/04	CDSS will inform counties, foster family agencies, group homes and associations via ACL, or regulation change if necessary, of the need to ensure that important connections with extended family, friends, community, and racial heritage are maintained consistent with case plan goals. (12/04).
The CDSS will provide technical assistance and/or training to counties, caregivers and facility staff regarding how to remove barriers to assisting children placed in facility settings in maintaining family connections	01/05	CDSS will provide written TA to all foster family agencies (FFAs), group home providers and counties regarding implementation of new policies and procedures (01/05)
CDSS will monitor changes in facility policies and provide technical assistance	06/05	CDSS will track changes in policies through the Group Home/ FFA licensing review process, beginning 03/05. (06/05) CDSS will provide TA to foster family agencies, group homes, or counties when monitoring information suggests need. (3/05, 6/05).
CDSS will submit regulations requiring family engagement in facility program statements to the Office of Regulation Development.	06/05	CDSS will develop draft regulations for program statements in the area of family engagement and community connections (06/05)
Action Step #5: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff,		

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Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)		
Field-tested survey is implemented	7/15/2003	<p>Develop survey instrument in conjunction with and subject to approval of Region IX. (6/03)</p> <p>Finalize agreement with interviewing service (6/03)</p> <p>CDSS will complete draft questionnaire for use in telephone survey (6/03)</p> <p>CDSS will provide listing of sample telephone numbers to interview service (7/03)</p> <p>Interview Service will field test the questionnaire and work with CDSS to revise as needed (9/03)</p>
Action Step # 6: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)		
Baseline results and related documentation are submitted to Region IX	05/04	<p>Interview service will start the interviewing (9/03)</p> <p>Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 7/15/03 to 8/15/03 (3/04)</p> <p>RADD staff analyze data to produce outcome measures, as defined in PIP (03/04)</p>

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Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>RADD staff prepare draft baseline report, including outcome measures and supporting documentation (04/04)</p> <p>Draft report is reviewed and revised as needed (04/04)</p> <p>Baseline report is submitted to Region IX (05/04)</p>
Action Step #7: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)		
<p>Mid-PIP (Year 1) results and related documentation are submitted to Region IX.</p>	<p>01/05</p>	<p>Interview service will start the interviewing (08/04)</p> <p>Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 2/30/04 to 4/30/04 (12/04)</p> <p>RADD staff analyze data to produce outcome measures, as defined in PIP (01/05)</p> <p>RADD staff prepare draft baseline report, including outcome measures and supporting documentation (01/05)</p> <p>Draft report is reviewed and revised as needed (01/05)</p> <p>Baseline report is submitted to Region IX (01/05)</p>
Action Step #8: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)		
<p>Final (Year 2) results and related documentation are submitted to Region IX</p>	<p>12/05</p>	<p>Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 2/30/05 to 4/30/05 (10/05)</p>

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Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>RADD staff analyze data to produce outcome measures, as defined in PIP (11/05)</p> <p>RADD staff prepare draft baseline report, including outcome measures and supporting documentation (12/05)</p> <p>Draft report is reviewed and revised as needed (12/05)</p> <p>Baseline report is submitted to Region IX (12/05)</p>
Action Step #9: CDSS will study and report on the feasibility of surveying older youth in in-home or in out-of-home placements		
CDSS will study the feasibility of a survey of older youth	07/03	<p>CDSS will discuss with the CYC strategies for conducting this survey. (06/03)</p> <p>CDSS will contact the National Resource Center for Organizational Improvement for advice on interviewing older youth. (06/03)</p> <p>CDSS will confer with its legal staff to obtain their analysis of the legal requirements for/or restrictions on interviewing minors (07/03).</p>
CDSS will include in the next quarterly report the results of our exploration into interviewing older youth	09/03	CDSS will provide written results of the conversations with and analyses from those identified above (09/03).
Program Contacts - Action steps 1 - 4: Pat Aguiar; Action Steps 5-9: Tom Graham		

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Well-Being Outcome 1, Item 17

<p>Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs by June 30, 2005.</p>	<p>June 30, 2005:</p>
<p>Measurement Method:</p> <ul style="list-style-type: none"> • Data collection method: Telephone survey using structured questionnaire. Items on the survey to be developed and reviewed in conjunction with Region IX. • Population to be interviewed for this item: For FM case: parent. For FR case: parent as well as foster parent/caregiver. For PP case: foster parent. <p>Survey includes a set of parallel questions for each of the parents/foster parents and relevant children in the family. Calculation of performance measure: CDSS will calculate two performance measures: (1) Assessment percentage (number of persons receiving assessment divided by the number of persons identified as case/family members) and (2) a Services percentage (number of persons receiving services divided by number of persons assessed).</p>	
<p>Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2</p>	<p>Survey results data:</p> <p>October 2003 (baseline): (1) (2)</p> <p>June 2004: (1) (2)</p> <p>June 2005: (1) (2)</p>
<p>Determination of Goal Achievement: The goal will be achieved when there is a three percentage point increase above the baseline survey in the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs; and all action steps are complete.</p>	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2B; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Item 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B		
Action Step # 2: The CDSS will provide training to child welfare and probation supervisors on principles of good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #3: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will give social workers additional time to engage all family members, and to assess and address comprehensively child and family service needs. Upon enactment, the CDSS will implement statewide. (Cross-reference to Well-Being Outcome 1, Items 18; Systemic Factor 2, Item 25)		
Develop important markers for 60-day timeframe (e.g., by day 30, will have face-to-face meeting with child regarding the case plan)	04/03	CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03). CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03).
Submit legislative proposal	05/03	CDSS included language in budget trailer bill (05/03)
If legislation passes, implement statewide through ACLs and regulation processes, as	09/03 (assumes)	CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
needed.	07/1/03 passage)	<p>CWS/CMS changes (07/03).</p> <p>CDSS will draft and issue an implementing ACL incorporating necessary initial implementation instructions including county level staff training instructions, procedures and system changes. ACL will instruct counties to ensure that all case carrying staff and supervisors be trained on this change within 30 days of receipt of letter. (09/03)</p> <p>CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate (09/03) (Note-implementation will be delayed if CWS/CMS change requires Federal IT approval).</p> <p>CDSS will begin regulation change process (09/03).</p>
CDSS will incorporate into training program	12/03	CDSS, in conjunction with Regional Training Academies and CWS/CMS staff, will develop and implement training and curricula for change in case plan timing (12/03)
CDSS will monitor implementation	06/05	CDSS will track the training of county staff and will review county procedures to ensure they're updated. CDSS will maintain a copy of county procedures at the state level. Progress will be reported quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).
Action Step #4: The CDSS will develop and implement a framework for a differential response system as part of the CWS system improvements. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4; Systemic Factor 5, Item 36) Status reported in Safety Outcome 1, Item 2A		
Action Step #5: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties		

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Permanency Outcome 1, Item 9		
Action Step #6: The CDSS, will work with the California Department of Mental Health, the California Department of Alcohol and Drug Programs, County Welfare Directors Association, Chief Probation Officers of California, the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2a; Permanency Outcome 1, Item 5; Systemic Factor 5, Item 36) Status reported in Safety Outcome 1, Item 2a		
Action Step #7: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23) Status reported in Permanency Outcome 2, Item 14		
Action Step #8: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23) Status reported in Permanency Outcome 2, Item 14		
Action Step #9: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23) Status reported in Permanency Outcome 2, Item 14		
Action Step #10: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data		

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14</p>		
<p>Program Contacts - Action steps #1 - 6: Pat Aguiar; Action steps # 7-10: Tom Graham</p>		

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Well-Being Outcome 1, Item 18

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers involved in case planning by June 30, 2005.	June 30, 2005:
Measurement Method: Data collection method: Telephone survey using structured questionnaire. Items on the survey to be developed and reviewed in conjunction with Region IX. Population to be interviewed for this item: parents and foster parents/caregivers for children in both in-home and out-of-home placements. Calculation of performance measure: CDSS will calculate: (1) Percentage of cases in which case plan was discussed at all. (2) Where the plan was discussed, the percentage discussed with (a) interviewee, (b) interviewee and case child	
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.	Survey results data: October 2003 (baseline): 1) 2) a) 2) b) June 2004: 1) 2) a) 2) b) June 2005: 1) 2) a) 2) b)
Determination of Goal Achievement: The goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of children, parents, and caregivers involved in case planning and all action steps have been completed.	Date Improvement Goal Achieved: Date all Action Steps completed:

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will issue an All County Information Notice clarifying that case plans require family engagement and clarifying the importance of documentation of child and family involvement in the case planning process. This engagement includes informing parents of their rights and responsibilities regarding the case planning process. (Cross-reference to Systemic Factor 2, Item 25)		
Promising Practices of high performing counties will be identified and documented	09/03	Using survey data, CDSS will identify and develop a list of high performing counties in the area of family engagement (09/03). Using both online (CWS/CMS) and onsite reviews, CDSS will identify successful family engagement procedures, systems and program practices (06/03).
ACIN will be issued	09/03	CDSS will document the successful practices and issue them as an ACIN to counties. (09/03).
CDSS will monitor to assess improved family engagement	06/05	CDSS will track improvement through the survey to ensure that children and families are engaged in the case planning process. Surveys will be conducted in 09/03, 06/04, and 06/05
Changes to the statewide curriculum will be incorporated	06/05	CDSS, CalSWEC and the Regional Training Academies will make required changes to statewide curriculum, in order to incorporate the strategies. (06/04)
Action Step # 2: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Item 17; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2b		

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #3: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2, Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #4: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will give social workers additional time to engage all family members, and to assess and address comprehensively child and family service needs. Upon enactment, the CDSS will implement statewide. (Cross-reference to Well-Being Outcome 1, Items 17 & 18; Systemic Factor 2, Item 25) Status reported in Well-Being Outcome 1, Item 17		
Action Step #5: The CDSS will work with California Youth Connection (CYC) to ensure that youth voice and involvement are integrated into the case planning process. (Cross-reference to Systemic Factor 2, Item 25)		
The CDSS will confer with CYC, the CWDA and the CPOC to implement policies and procedures to integrate youth voice into case planning.	06/05	Building on strategies developed as part of the Stakeholders workgroup process, CDSS will implement policies and procedures to ensure youth voice and involvement are integrated into the case planning process, including strategies to eliminate any barriers to including youth in the case planning process.
CDSS will implement the policies and procedures statewide through ACL/ACINs and/or regulation processes, as needed	06/05	CDSS will implement the policies and procedures statewide through an ACL/ACIN and/or through regulations, as needed. No report due this quarter.
Training curriculum will be updated	06/05	CDSS will include youth and family engagement in case planning practices in the statewide common core curriculum.

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will monitor involvement of youth	06/05	CDSS will track and document implementation of youth involvement through surveys. Surveys will be conducted as described in Permanency Outcome 2, Item 14.
Action Step #6: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #7: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure corrects methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #8: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #9: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Program Contacts - Action steps 1 -5: Pat Aguiar; Action steps 6-9: Tom Graham		

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Well-Being Outcome 1, Item 20

<p>Improvement Goal:</p> <p>1) We will increase from the baseline survey the compliance by workers with planned parent visit schedules from the baseline by three percentage points by June 30,2005.</p> <p>(2) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to meet their case plan goals was promoted/assisted by the social work visits by June 30, 2005.</p> <p>(3) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to safely parent the in home child was promoted/assisted by the social work visits by June 30, 2005.</p>	<p>Overall Performance Data: June 30, 2005 – not due this quarter.</p> <p>(1)</p> <p>(2)</p> <p>(3)</p>
<p>Measurement Method:</p> <p>For all three goals we will use the following approach:</p> <p>Data collection method: Telephone survey using structured questionnaire. Items on the survey to be developed and reviewed in conjunction with Region IX.</p> <p>Population to be interviewed for this item: parents for children in FM and FR service components.</p> <p>(1):Survey includes three items to measure this. These questions ask about the number of actual visits during the last two months, whether the SW established a regular visiting schedule, and, if so, how many visits were in the SW's schedule during the last two months.</p> <p>(2): Survey includes one item to measure this: "Did the social worker help you become a better parent?" Yes / No Calculation of performance measure: A "yes" indicates that social worker visits promoted safe parenting.</p> <p>(3): Survey includes two items to measure this:</p> <p>A. " Did your social worker talk with you about what you need to do to get your children back?" Yes / No</p> <p>B. If yes: Interviewee will indicate which services were received from a pick list of services.</p> <p>If no: Interviewee will be asked choose from a pick list of barriers to services, including child care, transportation, and others.</p> <p>Calculation of performance measure: A "yes" indicates that social worker visits promoted parent's ability to meet case plan goals. For program planning purposes, the lists of services and barriers will be analyzed to identify substantive issues</p>	

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<p>Frequency of Measurement: Progress will be reported through quarterly reports. The reports will document progress towards completion of the action step and will report on the survey data. Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.</p>	<p>Survey results data:</p> <p>October 2003 (baseline):</p> <p>1)</p> <p>2)</p> <p>3)</p> <p>June 2004:</p> <p>1</p> <p>2)</p> <p>3)</p> <p>June 2005:</p> <p>1)</p> <p>2)</p> <p>3)</p>
<p>Determination of Goal Achievement: The goal will be achieved when : 1) We increase the compliance by workers with planned parent visit schedules from the baseline by three percentage points; 2) We increase from the baseline survey by three percentage points the percentage of parents whose ability to safely parent the in home child was promoted/assisted by the social work visits; and 3) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to meet their case plan goals was promoted/assisted by the social work visits; and all action steps are complete.</p>	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>

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Well-Being Outcome 1, Item 20 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17 & 18; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #2: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A		
Action Step # 3: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #4: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #5: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		

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Well-Being Outcome 1, Item 20 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #6: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Program Contacts - Action steps 1: Pat Aguiar; Action step 2: Wes Beers; Action steps 3-6: Tom Graham		

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Well-Being Outcome 2, Item 21

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for educational needs by June 30, 2005.	June 30, 2005:
Measurement Method: <ul style="list-style-type: none"> • Data collection method: Telephone survey using structured questionnaire. Items on the survey to be developed and reviewed in conjunction with Region IX. • Population to be interviewed for this item: parents and foster parents/caregivers for all children in the home, under age 18, in both in-home and out-of-home placements. Calculation of performance measure: CDSS will calculate: (1) Percentage of cases in which educational needs were assessed at all. (2) Percentage of children with educational needs who received services.	
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.	Survey results data: October 2003 (baseline): 1) 2) June 2004: 1) 2) June 2005: 1) 2)
Determination of Goal Achievement: This goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for educational needs; and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		
CDSS will issue ACIN	12/04	CDSS will draft an ACIN encouraging counties to ensure any educational needs for (all) children in the home are assessed and documented in the case plan. The ACIN will be reviewed by the Interagency Team (which includes the Department of Education). (12/04)

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will provide technical assistance	06/05	<p>CDSS will provide technical assistance to counties in response to inquiries regarding the ACIN (beginning 12/04).</p> <p>CDSS will work with the Regional Training Academies (RTAs) to develop an educational advocacy curriculum for social workers and probation officers. (09/04)</p> <p>CDSS will work with the National Regional Training Academy to pilot the educational advocacy curriculum (11/04)</p> <p>CDSS will, via the Northern Regional Training Academy, conduct training for trainers for other RTAs and county staff development organizations on the educational advocacy curriculum (03/05).</p> <p>CDSS will make the training available through the current training structure. (03/05)</p>
CDSS will monitor counties to ensure through reports from the RTAs and counties that use the training as to the number of placing agency staff trained.	06/05	<p>CDSS will track county training records. (06/05).</p> <p>CDSS will report quarterly on the number of staff trained. (03/05, 06/05).</p>
Action Step #3: The CDSS, will work through the State Interagency Team, which includes the California Department of Education, to strengthen the working relationships between counties and local school districts, and promote the development and implementation of strategies/policies/protocols to improve educational services to all children known to the CWS system with identified needs in home and in out-of-home care.		
CDSS will, through the Interagency Team, address the issue of improving educational services to children.	12/04	CDSS and the Interagency Team will identify strategies/policies/protocols to improve educational services for children. (12/04)

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will implement statewide through ACL/ACINs and regulation processes as needed	06/05	<p>CDSS will develop and issue an ACIN to support development of protocols at the local level. ACIN will contain strategies/policies/protocols to improve educational services for children. (12/04)</p> <p>CDSS will begin drafting regulatory language and the development of the regulation package. The ACIN described in Action Step #2 will be considered by the Interagency Team (including the Department of Education) in the development of the regulations. (12/04)</p> <p>CDSS will submit a regulations package to the office of Regulations Development. (06/05)</p> <p>CDSS will provide T/TA to counties as they begin the implementation of strategies/policies/protocols to improve educational services for children. (01/05)</p>
CDSS will report on tasks completed and seek feedback from the Interagency Team as to progress being made in this area.	06/05	CDSS will report quarterly on the tasks completed. (12/04, 03/05, 06/05)
<p>Action Step #4: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #5: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #6: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #7: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.) Status reported in Permanency Outcome 2, Item 14		
Program Contacts - Action steps 1, 2 & 3: Pat Aguiar; Action step 4, 5, 6, & 7: Tom Graham		

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Well-Being Outcome 3, Item 23

<p>Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for mental health services by June 30, 2005.</p>	<p>June 30, 2005:</p>
<p>Measurement Method:</p> <ul style="list-style-type: none"> • Data collection method: Telephone survey using structured questionnaire. Items on the survey to be developed and reviewed in conjunction with Region IX. • Population to be interviewed for this item: parents and foster parents/caregivers for children attending school, in both in-home and out-of-home placements. <p>Calculation of performance measure: CDSS will calculate: (1) Percentage of cases in which mental health needs were assessed at all. (2) Percentage of children with mental health needs who received services</p>	
<p>Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.</p>	<p>Survey results data:</p> <p>October 2003 (baseline):</p> <p>1)</p> <p>2)</p> <p>June 2004:</p> <p>1)</p> <p>2)</p> <p>June 2005:</p> <p>1)</p> <p>2)</p>

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Determination of Goal Achievement: This goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for mental health services; and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:
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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will issue an All County Letter (ACL) that instructs counties to document how identified mental health needs are addressed. In addition, the ACL will instruct counties on the importance of assessing the needs of all children in families with in-home cases		
CDSS will issue ACL	05/04	CDSS will issue an ACL instructing counties to document in case notes of CWS/CMS how mental health needs are assessed and addressed. (03/04) CDSS will work with Cal SWEC and Regional Training Academies to ensure changes to statewide case planning and family engagement curriculum, including mental health assessments for all children in the home. (04/04) CDSS will provide written TA to clarify policy and will ensure each county training plan includes, case practice training on assessing mental health needs of all children in home (05/04)
CDSS will monitor training and delivery of services	06/05	CDSS will track counties to ensure that all county training plans include components on assessing the families mental health needs. (09/04, 12/04, 03/05, 06/05) CDSS will track improvement in the use of mental health services for in-home cases by reviewing quarterly CWS/CMS data (matched with the State Department of Mental Health data) (09/04, 12/04, 03/05, 06/05).

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #2: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #3: CDSS, in conjunction with the Interagency Child Welfare Services Team, will work to improve and expand access to mental health services by facilitating the connecting of families with mental health treatment services. In addition, CDSS and DMH data staff will explore the possibility of improving access to data from the mental health system to ensure that children in the child welfare system that remain in their homes are linked to the system.		
Develop a systems match capacity between CWS/CMS case records and State Department of Mental Health Service payment records	02/05	Interagency agreement with DMH in place to share data (10/02) Test data match for children in out-of-home care to see how match works. (5/03) Did further analysis: decided to expand on this and add to new quality assurance system (Outcomes and Accountability System) for well-being measures. Measures are: how many children were referred by social workers to mental health services? Of all the children referred, how many received services? (10/03) Analysis of CWS/CMS to see where social workers are documenting referrals and services received (10/03) Develop draft methodology which includes recommendation of where data should be entered to facilitate retrieval. (10/03) Obtain concurrence from AB 636 Data Workgroup and issue instructions to county social workers (02/05)

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS, in conjunction with the Interagency Child Welfare Services Team, will work to identify resources and/or develop strategies to connect families with mental health treatment services.	12/04	Resources will be identified and/or strategies developed (12/04) CDSS will issue an All County Information Notice based on the recommendations of the Interagency Team. (12/04)
Los Angeles County DCFS coordinate with Los Angeles County Mental Health on ensuring the deployment and development of mental health resources to ensure timely access to child welfare families in Los Angeles County.	06/04	Monthly meetings between Los Angeles County DCFS and Los Angeles County Mental Health to identify (1) areas where services may not be as readily available and (2) gaps where services may be needed beginning 6/03 (6/05). Los Angeles County DCFS and Los Angeles County Mental Health will develop strategies to address the issues identified above, such as creating incentive to providers to provide services in a different geographic area, looking for funding sources to secure services for children who are not Medi Cal eligible (11/03). Los Angeles County DCFS and Los Angeles County Mental Health will begin implementation of the strategies (6/04). CDSS will consult with Los Angeles to determine any state level barriers to provision of services. Barriers will be identified and referred to the State Interagency Child Welfare Services Team for resolution. (6/03)
CDSS will monitor and provide TA to Los Angeles	06/05	CDSS will track completion of action steps and implementation of successful strategies and report quarterly. (09/03, 12/03, 03/04, 06/04,

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		09/04, 12/04, 03/05, 06/05)
Action Step #4: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21) Status reported in Permanency Outcome 2, Item 14		
Action Step #5: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.) Status reported in Permanency Outcome 2, Item 14		
Action Step #6: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.) Status reported in Permanency Outcome 2, Item 14		
Action Step #7: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.) Status reported in Permanency Outcome 2, Item 14		
Program Contacts: Action Steps 1, 2 & 3: Pat Aguiar; Action Steps 4, 5, 6, & 7: Tom Graham		

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Systemic Factor 2, Item 25

<p>Improvement Goal: We will increase implementation of the Family to Family initiative. By June 30, 2005, Family to Family will be available in counties whose CWS caseload combined represents 60 percent of CWS caseload statewide. Family to Family will be implemented in targeted communities in these counties. Please note, it is the State's intent to eventually implement Family to Family statewide.</p>	<p>June 30, 2005:</p>
<p>Measurement Method: We will measure improvements in our case review process by measuring increases in the use of the Family to Family program, which emphasizes family engagement in the case planning. We also intend to capture qualitative information on county practice using our C-CFSR Peer Quality Case Review process. Together, these measures provide qualitative information on improved practice in family engagement in case planning to accomplish case plan goals</p>	
<p>Frequency of Measurement: The CDSS will also monitor improvement in case planning practice using quarterly county reports and the C-CFSR qualitative case review process</p>	<p>C-CFSR Quarterly Data:</p> <p>March 2004: June 2004: Sept. 2004: Dec 2004: March 2005: June 2005:</p>
<p>Determination of Goal Achievement: The goal will be achieved when the percent of caseload covered by Family to Family has increased to 60 percent and all action steps are complete</p>	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>

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Systemic Factor 2, Item 25 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Item 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #2: The CDSS will issue an All County Information Notice clarifying that case plans require family engagement and clarifying the importance of documentation of child and family involvement in the case planning process. This will include informing parents of their rights and responsibilities regarding the case planning process. (Cross-reference to Well-Being Outcome 1, Item 18) Status reported in Well-Being Outcome 1, Item 18		
Action Step #3: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. .Additionally, the State will work to increase the number of counties, including Los Angeles County, that have implemented the Family to Family Initiative. CDSS will track each county's action steps and report progress quarterly. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B		
Action Step #4: The CDSS will work with California Youth Connection (CYC) to ensure that youth voice and involvement are integrated into the case planning process. (Cross-reference to Well-Being Outcome 1, Item 18) Status reported in Well-Being Outcome 1, Item 18		
Action Step #5: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will provide more opportunity to address child and family service needs and increase engagement of the child and family in the case plan. Upon enactment, the CDSS will implement statewide (Cross-reference to Well-Being Outcome 1, Items 17, 18 & 20) Status reported in Well-Being Outcome 1, Item 17		
Program Contacts - Action steps 1 - 5: Pat Aguiar		

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Systemic Factor 2, Item 28

<p>Improvement Goal: We will decrease the proportion of children in care for at least 17 of the last 22 months without a TPR—who are not in a relative, guardian, or pre-adoptive placement, not a runaway or on a trial home visit -- from our baseline of 89.5 percent in 2002 by two percentage points to 87.5 percent by 6-30-05.</p>	<p>June 30, 2005:</p>
<p>Measurement Method: We calculated the baseline using calendar year 2002 data. This baseline calculation includes all children in the CWS/CMS system that had an open out-of-home placement on December 31, 2002. We calculated the length of stay during this period using the removal date. For those children with two or more removals, we used the earliest date of removal in our calculation to capture the cumulative time in care. We used March 1, 2001 for those placements that began 22 months before December 31, 2002 and the placement end date (or December 31, 2002 for those placements that had not ended at the end of the period). Using these cutoff dates, we looked backward from December 31, 2002 to identify the length of time these placements were open during this period. This produced 93,982 placements.</p> <p>From this total, we subtracted certain placement settings; in care less than 17 months, relative placements, guardian placements, pre-adoptive placements, runaways, and trial home visits. After removing these cases, we had 27,890 placements (of which 24,963 did not have TPRs). To compute the baseline, we divided 24,963 by 27,890 to get 89.5 percent</p>	
<p>Frequency of Measurement: Progress will be tracked using CWS/CMS, county quarterly reports, and JRTA information. The county and JRTA reports will document progress toward completion of the action steps. In addition, we will use qualitative information from the Peer Quality Case Review process. By June 30, 2004, we will show a 1.0 percentage point improvement.</p>	<p>C-CFSR Quarterly Data:</p> <p>March 2004: June 2004: Sept. 2004: Dec 2004: March 2005: June 2005:</p>
<p>Determination of Goal Achievement: This goal will be achieved when the proportion of children in care for at least 17 of the last 22 months without a TPR—who are not in a relative, guardian, or pre-adoptive placement, not a runaway or on a trial home visit—decreases from our baseline of 89.5 percent in calendar year 2002 by two percentage points by 6-30-05 and all action steps are complete.</p>	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>

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Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS' contract with JRTA to provide training to all judges on current law regarding TPR and concurrent planning. (Cross-reference to Permanency Outcome 1, Items 7 & 9) Status reported in Permanency Outcome 1, Item 7		
Action Step #2: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs (Cross-reference to Permanency Outcome 1, Items 7, 8, 9 & 10) Status reported in Permanency Outcome 1, Item 7		
Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Items 6 & 9; Systemic Factor 7, Item 44). Status reported in Safety Outcome 1, Item 2b		
Action Step #4: CDSS will issue an All County Information Notice (ACIN) to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of AAP payments to families when child is adopted regardless of age or special needs (Cross-reference to Permanency Outcome 1, Item 9 and Systemic Factor 7, Item 44.) Status reported in Permanency Outcome 1, Item 9		

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Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step #5: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family program. Cross-reference to Safety Outcome 1, Item 2b, Action Step 7; Item 6 Action Step 1; Item 14 Action Step 1; Item 17 Action Step 1; Item 18 Action Step 2; Item 25 Action Step 3; Item 28 Action Step 5; Item 44 Action Step 1 Status reported in Safety Outcome 1, Item 2b</p>		
<p>Action Step #6: As part of the C-CFSR self- assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for special needs and older children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 7, Item 44) Status reported in Permanency Outcome 1, Item 6</p>		
<p>Action Step #7: The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide (Cross-reference to Permanency Outcome 1, Items 7 & 10) Status reported in Permanency Outcome 1, Item 7</p>		
<p>Action Step #8: The CDSS will issue an All County Information Notice clarifying diligent recruitment efforts and strategies for improving recruitment. (Cross-reference to Safety Outcome 1, Item 2b, Action Step 8; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2b, Action Step 8.</p>		
<p>Action Step #9: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide (Permanency Outcome 1, Item 9; Systemic Factor 4, Items 32) Status reported in Permanency Outcome 1, Item 9</p>		

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Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #10: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Item 25; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #11: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #12: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups, specifically African and Native American children, into all decisions made by the child welfare service system. This process will include ongoing technical assistance (see glossary) to the counties on issues such as cultural competence, intake processes and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17; Systemic Factor 5, Item 37; Systemic Factor 7, Item 44) Status reported in Permanency Outcome 1, Item 9		
Program Contacts - Action steps 1-12: Pat Aguiar		

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Systemic Factor 3, Item 31

Improvement Goal: California will develop and fully implement its new outcomes based quality assurance system (the C-CFSR system) in January 2004 and complete a review of at least 15 counties by June 30, 2005.	June 30, 2005:
Measurement Method: This improvement goal was determined by State statute. We will track implementation of the C-CFSR system by completing at least 15 county, including Los Angeles, C-CFSR reviews by June 30, 2005. A complete C-CFSR review includes completing a county self-assessment, a system improvement plan, and a Peer Quality Case Review.	
Frequency of Measurement: Implementation will be measured by completion of action steps and the number of county C-CFSRs. Progress will be reported quarterly.	County C-CFSRs completed: March 2004: June 2004: Sept 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be achieved when the C-CFSR is implemented and at least 15 counties have completed reviews by June 30, 2005.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: CHHS and CDSS will develop the C-CFSR system, and CDSS will implement the C-CFSR system. This process is described in more detail in narrative section this PIP, under Item 31, "Measurement Method" section.		
Implement C-CFSR work plan developed in 04/03	06/05	Outcome and Accountability workgroup develops a comprehensive work plan (04/03). CDSS identified legislative and regulatory changes (05/03). CDSS convene workgroups to develop tools and instruments for C-

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Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>CFSR. Workgroups will include CDSS staff, and interested stakeholders from the AB 636 Workgroup. Workgroups will develop the following tools and instruments (06/03-08/03):</p> <ul style="list-style-type: none"> • Implementing ACIN, until regulations are developed • County Self-Assessment • PIP baselines and targets will serve as interim performance standards • Peer Quality Case Reviews • Interviews and Surveys • County SIP • Quarterly Management Reports • Post-SIP Approval and Monitoring Process <p>CDSS will develop an ongoing County review schedule for after the initial review cycle. (CWS and Probation) (06/03).</p> <p>CDSS and Chief Probation Officers of California (CPOC) develop a proposal for better accessing data for Probation cases (06/03).</p> <p>CDSS will identify CDSS staff training needs, identify trainers, develop and conduct CDSS staff training on how to conduct the review (07/03).</p>
		<p>CDSS will conduct training on data management and analysis (08/03).</p> <p>CDSS provides information to Counties through All County Letters/All County Informing Notices (08/03).</p>

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Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>CDSS identify CWS/CMS enhancements (08/03).</p> <p>CDSS plan County training: sites, (standardized materials, staffing, invitation letters, schedule (09/03).</p> <p>CDSS test and complete tools and instruments (09/03).</p>
CDSS will train counties on the C-CFSR	06/05	<p>CDSS will train county supervisors and case workers on: (1) using the C-CFSR Manual (2) conducting the Self-Assessment and SIP, using the tools, (3) conducting the PQCR and using the tool, and (4) conducting the interviews and surveys. CDSS will begin training in regional sites in 9/03. (01/04)</p> <p>CDSS will continue to train counties through the life of the PIP. (06/05)</p>
CDSS completes 1 ½ years of 1 st C-CFSR 3 year cycle	<p>06/05 Co./Dates</p> <p>1-3: 09/04 4-7: 12/04 8-11: 03/05 12-15: 06/05</p>	<p>CDSS commences the first 3-year cycle (1/04).</p> <p>Counties will conduct their initial self-assessments and SIPs on a flow basis. All county self-assessments will be complete by 06/04, and all SIPs will be complete by September 30 (09/04).</p> <p>CDSS will conduct a PQCR for 15 counties (between 3 and 4 counties each quarter). During the initial review cycle, due to constraints around implementation, approximately 2/3 of counties will have to submit the SIP without having first undergone a PQCR. In these counties, the PQCR will follow later in the first cycle. Counties will be selected to undertake a full review during the initial cycle based on the assessment of measured outcomes provided by the CDSS. (06/05) (Note-For ongoing 3 yr review cycles, CDSS will conduct a PQCR in</p>

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Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		approximately 15-20 counties annually).
Program Contact: Wes Beers		

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Systemic Factor 4, Item 32

Improvement Goal: We will develop a common core curriculum for all new child welfare workers and supervisors that is delivered by all training entities statewide.	June 30, 2005:
Measurement Method: We will measure improvement in this goal by reporting on completion of action steps. (06/05)	
Frequency of Measurement: Progress will be tracked quarterly	Quarterly Progress: Sept 2003: Dec 2003: March 2004: June 2004: Sept 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be achieved when a common core curriculum is implemented in every county to train all new child welfare workers and child welfare/probation supervisors	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #1: CDSS, CalSWEC and the statewide training taskforce will develop a survey to determine how initial and on-going training is provided in the counties. (Cross-reference to Systemic Factor 4, Item 33)		
CDSS in collaboration with Cal SWEC will conduct a baseline training survey of counties.	07/04	CDSS/CalSWEC will develop a survey instrument.(3/04) CDSS/CalSWEC will survey the 58 counties (6/04). CDSS/CalSWEC will compile findings and issue recommendations to the STEC. (07/04)

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Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>CDSS will identify training concerns and/or disparities and make recommendations for improving training across the State, including the development of a common core curriculum for new workers and supervisors</p>	<p>12/04</p>	<p>CDSS will convene and support a statewide training task force that includes state staff, county staff and training staff. (06/03) CDSS, in consultation with the statewide training task force, will identify on-going training data for counties to include in the C-CFSR county self-assessment and develop an outline for counties to report the data. (10/03)</p> <p>CDSS will provide the counties, upon request, by telephone and e-mail, with technical assistance to resolve policy questions related to training data (12/03)</p> <p>CalSWEC and the RTAs will provide technical assistance to counties regarding the collection and reporting of the data (12/03)</p> <p>The training task force will analyze the training data submitted by the counties in the C-CFSR, and the recommendations from California's Stakeholders Workforce Preparation and Support Group; and make recommendations to support the development of a standardized training program, including a common core curriculum, for new workers and supervisors (12/04)</p>
<p>CDSS will assess effectiveness of training.</p>	<p>12/04</p>	<p>In consultation with CalSWEC, CDSS will develop a common framework for assessing the effectiveness of the training. (12/04)</p>
<p>CDSS will monitor state training program.</p>	<p>06/05</p>	<p>CDSS will report quarterly on the completion of these tasks and TA provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05,06/05)</p>
<p>Action Step # 2: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case</p>		

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Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide. (Cross-reference to Permanency Outcome 1, Item 9) Status reported in Permanency Outcome 1, Item 9</p>		
<p>Action Step #3: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28) Status reported in Permanency Outcome 1, Item 9</p>		
<p>Action Step #4: The CDSS will work with the regional training academies to ensure that the common core curriculum for supervisors includes relevant information from the mentoring evaluation.</p>		
<p>CDSS will implement a mentoring component into supervisor training. This training will be mandated statewide once regulations are adopted.</p>	<p>06/05</p>	<p>CDSS will include the role of the supervisor as mentor as a component of the early training on new initiatives that will be required to be provided to all supervisors (12/03)</p> <p>CalSWEC and the RTAs will utilize the results of the evaluation of the models of mentoring to develop a mentoring component which will be included in the supervisory common core curriculum (12/04)</p>
<p>A regulation packet will be submitted to the Office of Regulation Development to initiate the formal public hearing and adoptions process.</p>	<p>06/05</p>	<p>Begin drafting regulatory language and the development of the regulation packet. (12/04)</p>
<p>CDSS will monitor the implementation of training for supervisors on their role as mentors.</p>	<p>06/05</p>	<p>CDSS will report quarterly on the achievement of these tasks, including the number of supervisors receiving the training. (12/04, 03/05, 06/05)</p>

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Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #5: The CDSS will work with the Resource Center for Family Focused Practice to ensure that priority training will be offered to relevant probation officers on child welfare requirements including concurrent planning, and visitation requirements and the TPR process.		
The existing curriculum for probation officers will be enhanced and updated.	12/04	<p>CDSS will facilitate activities between the Center for Family Focused Practice and the Chief Probation Officers of California (CPOC) to update and enhance the existing curriculum to include concurrent planning and visitation requirements and TPR. (12/04)</p> <p>Training with the enhanced curriculum will begin (03/05) Conduct 5 regional trainings with the expanded curriculum (06/05)</p>
The CDSS will identify quality case practices through the AB 636 Peer Quality Case Reviews process.	06/05	<p>The CDSS will conduct 10 Probation PQCR's and identify promising practices that can be exchanged with other counties that will improve case practice. (5/05).</p> <p>The CDSS will make available to probation agencies, via the Chief Probation Officers Association, the promising practices identified by PQCR. (6/05).</p>
CDSS will monitor the provision of technical assistance to counties to promote the application of quality case practice and development of systems of support to strengthen quality case practice.	06/04	<p>The contract with the Center for Family Focused Practice will be modified to increase the number of days of consultation to county probation departments from 15 to 30 days (07/03)</p> <p>The contract with the Center for Family Focused Practice will be modified to increase the number of days of training for probation officers from 10 to 20 days (07/03)</p> <p>Each quarter, at least three counties will receive consultation to prepare for practice changes consistent with the PIP and the Child Welfare Redesign (06/04)</p>

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Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will monitor the provision of training to probation officers.	06/05	<p>Each quarter, 75 probation officers will receive training on child welfare requirements, including concurrent planning, visitation requirements the adoptability of older children and availability of post adoption services and financial assistance, and the TPR process (06/05).</p> <p>The Center for Family Focused Practice will provide data regarding the number of counties receiving consultation and the number of probation officers receiving training each quarter (06/04)</p> <p>CDSS will report quarterly on number of probation officers trained. (9/04, 12/04, 3/05, 6/05)</p>
<p>Action Step #6: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) Status reported in Permanency Outcome 1, Item 9</p>		
Program Contact: Pat Aguiar		

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Systemic Factor 4, Item 33

Improvement Goal: We will establish and implement statewide minimum requirements for the ongoing training of existing staff by June 30, 2005	June 30, 2005:
Measurement Method: We will measure improvement in this goal by reporting on completion of action steps	
Frequency of Measurement: Progress will be tracked quarterly	Quarterly Progress: Sept 2003: Dec 2003: March 2004: June 2004: Sept 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be achieved when statewide minimum training requirements for existing staff are in place.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 4, Item 33 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will use the C-CFSR county self-assessment and System Improvement Planning processes to determine how on-going training is provided in the counties and to address gaps in ongoing training identified in the C-CFSR process. (Cross-reference to Systemic Factor 4, Item 32)		
Action Step 2: The CDSS will establish requirements for ongoing, consistent statewide training of existing staff, with a focus on areas needing improvement as identified by the C-CFSR including comprehensive family needs assessments, and assessing the educational and mental health needs of all children, both in-home and out-of-home.		
CDSS will implement training requirements upon adoption of regulations; during interim will recommend standards to counties.	12/04	CDSS will finalize requirements for ongoing training, specifying content, number of hours, acceptable methods of training delivery, and county verification and reporting requirements and format (03/04)

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Systemic Factor 4, Item 33 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will support implementation of recommended training requirements	12/04	CDSS will recommend to counties via ACIN that all child welfare workers must meet the ongoing training requirements (12/04) CDSS will provide written technical assistance to facilitate implementation of the on-going training requirements (12/04)
A regulation packet will be submitted to the Office of Regulation Development to initiate the formal public hearing and adoptions process	06/05	Begin drafting regulatory language and the development of the regulation packet. (12/04)
Monitor the implementation of ongoing training requirements.	06/05	CDSS will report quarterly on the achievement of these tasks and on the number of existing staff receiving the common curricula (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)
Program Contact: Pat Aguiar		

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Systemic Factor 4, Item 34

Improvement Goal: A standard core curriculum will be developed and used to train caregivers in all counties by June 30, 2005	June 30, 2005:
Measurement Method: We will measure improvement in this goal by reporting on completion of action steps.	
Frequency of Measurement: Progress will be tracked quarterly	Quarterly Progress: Sept 2003: Dec 2003: March 2004: June 2004: Sept 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be met when a standard core curriculum is developed and all caregivers are trained.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will work with the counties, community colleges, and other children's stakeholders to develop learning outcomes/objectives for caregivers/resource families. This process will consider differing needs of different caregiver groups.		
The CDSS will convene a workgroup to identify and assess caregiver/resource family training needs, existing statewide caregiver/resource family training including, training curricula and delivery systems.	09/03	CDSS and the Chancellor's Office will jointly identify members of the statewide caregivers/resource family training workgroup (09/03)
The CDSS, in conjunction with the workgroup, will conduct a comprehensive statewide survey of current	12/04	The workgroup will convene to develop the statewide survey and assessment (09/03)

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Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>caregiver/resource family training programs. The survey will include information from the Chancellor's office of Community Colleges Foster and Kinship Care Education Statewide Advisory Committee, Foster Parent Associations and all counties</p>		<p>The workgroup will convene to assess the survey information and begin the process of developing recommendations for learning outcomes/objectives and other training (12/03) The CDSS will conduct a statewide caregiver/resource family training needs assessment. (03/04)</p> <p>The CDSS will analyze and make recommendations as to any needed changes to caregiver/resource family training. (12/04)</p>
<p>Learning outcomes/objectives will be implemented for caregivers/resource families statewide</p>	<p>06/05</p>	<p>In consultation with the workgroup, CDSS will adopt learning outcomes/objectives that include the caregiver's role in good case planning, and will develop materials and a plan for implementation by the counties and the community colleges (06/04)</p> <p>CDSS will utilize the Chancellor's Office Foster and Kinship Care Education Program (FKCE) and other state and national resources to support implementation of the learning outcomes/objectives (06/04)</p> <p>A minimum of three counties/community colleges will field test the learning outcomes/objectives and provide feedback on any needed revisions (12/04)</p> <p>By March 2005, CDSS will issue an ACIN providing the Learning outcomes/objectives to counties and recommend that they use to train all new licensed caregivers/resource families, and for orientations/training for relative caregivers. The ACIN will specifically include using the placement agreement with the caregiver (especially relatives) to ensure, as part of good case planning, that the needs of the child in that placement are being addressed, and that appropriate training is provided to the caregiver to meet the needs of that child.</p>

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Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>This emphasis on good practice will also be incorporated into the core training curriculum (3/05)</p> <p>CDSS will provide technical assistance to facilitate implementation of the learning outcomes/objectives (3/05)</p> <p>In consultation with the Chancellor's Office of the California Community Colleges, CDSS will identify the number of relative caregivers participating in training given by community colleges (06/05)</p> <p>The CDSS will report quarterly on the achievement of these tasks (9/03, 12/03, 3/04, 6/04, 9/04, 12/04, 3/05, 6/05)</p>
The CDSS, in consultation with the participants of the Melding project, will determine if regulations are necessary.	06/05	The CDSS will report on the status of this benchmark (06/05)
Action Step #2: Ensure that county C-CFSR self-assessment and System Improvement Plans include ongoing assessment of strengths and needs of caregiver groups in their county.		
The CDSS will provide technical assistance to help counties implement their plans	06/05	<p>CDSS will develop instructions for counties regarding inclusion of caregiver needs in C-CFSR self-assessment and SIP processes. (01/04)</p> <p>CDSS will provide T/TA as requested by counties as they develop Self-assessments and SIPs (09/04)</p>
The CDSS will review and approve county plans after submittal and monitor implementation of the caregiver component	06/05	CDSS will review and approve county C-CFSR SIPs and report quarterly on county implementation of caregiver component (09/04, 12/04, 03/05, 06/05)

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Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Program Contact: Pat Aguiar		

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Systemic Factor 5, Item 36

Improvement Goal: Of counties where service gaps are identified in the C-CFSR process, 20% of the counties will have addressed at least one identified service gap by June 30, 2005.	June 30, 2005:
Measurement Method: As part of the C-CFSR, the County Self-Assessment will require all counties to identify service array practices, needs and issues. Subsequently, the C-CFSR SIPs will include strategies and actions counties will take to reduce those gaps. The CDSS will receive reports quarterly on county progress.	
Frequency of Measurement: Progress will be tracked through the annually updated SIPs and the county C-CFSR quarterly reporting system.	C-CFSR Quarterly Data: March 2004 June 2004: Sept 2004: Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when 20% of the counties have addressed at least one identified service gap by June 30, 2005.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign process. (Cross-reference to; Safety Outcome 1, Item 2a; Safety Outcome 1, Items 3 &4; Well-Being Outcome 1, Item 17) Status reported in Safety Outcome 1, Item 2a		
Action Step #2: Each county, using the C-CFSR system, will identify its service gaps for youth, Native American children, and African American children, and develop county system improvement plans to address those gaps. This process also will include gap analysis for services needed to prevent removal and include steps to reduce those gaps(Cross-reference to Systemic Factor 5, Item 37)		

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Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
All county Self Assessments will be complete by 06/04.	06/04	Counties will identify strengths and/or weaknesses of their service array in each of the Self Assessments. The CDSS will review and approve county Self Assessment plans. (06/04)
All county SIPs will be complete by 09/04.	09/04	<p>CDSS will compile the promising practices deployed in high performing counties as identified in their Self-Assessments. (07/04)</p> <p>CDSS will provide technical assistance to assist high priority counties with the development and implementation of the strategies to address service needs in their SIPs, including the need for increasing specific services. TA will be based on promising practices learned through the Self-Assessments of high performing counties. (07/04-09/04)</p>
CDSS will monitor and document county progress in transferring promising practices	06/05	<p>High priority counties will include in their SIPs, actions to address service gaps for counties, as well as recommendations for the Federal and State governments regarding resource issues. (08/04)</p> <p>CDSS will know when service gaps are addressed through the annually updated SIP and the quarterly C-CFSR reporting of progress on increased service capacity in accordance with the SIP defined targets. (09/04, 12/04, 03/05, 06/05)</p> <p>Quarterly reports will also include well-being indicators on health and mental health services, and educational needs included in the C-CFSR Matrix, #5 and 6. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p>

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Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #3: The CDSS will sponsor a Family Strengths Training Institute between the State, counties and interested stakeholders which will cover programs, policies, and current and pending legislation in child welfare, including the Independent Living Program, the Indian Child Welfare Act, Wraparound Services, culturally appropriate community based services and other initiatives. This Institute provides an opportunity to update and exchange information about promising practices among managers and staff from child welfare services, juvenile probation, and community based organizations. (Cross-reference to Systemic Factor 5, Item 37)		
Training Institutes will be held, and participant evaluations will be conducted of workshops, training tracks and the overall institutes to determine the effectiveness of the training and information exchange.	10/03	
Action Step #4: CHHS will work with CDSS, California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), Department of Health Services (DHS), Department of Developmental Services (DDS), Department of Justice, California Department of Education (CDE) County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. In addition, as part of the C-CFSR county Self-Assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2A; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 17) Status reported in Safety Outcome 1, Item 2A		
Action Step #5: The CDSS will create a clearinghouse to disseminate information to counties and provide technical assistance (see glossary) to help implement promising and evidence-based practices.		
A Request for Proposal (RFP) for an Evidence-Based Practice Clearinghouse will be issued.	06/03	
An Evidence-Based Practice Clearinghouse and Advisory Body will be developed	09/04	
Program Contact: Action Steps 1- 5: Pat Aguiar		

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Systemic Factor 5, Item 37

<p>Improvement Goal: Of counties where improvement is needed, as identified in the C-CFSR process, for (1) service array for youth and Native American and African American children, and (2) case plans are generic and lack an individualized approach, 20% of the counties will have addressed at least one identified service gap by June 30, 2005.</p>	<p>June 30, 2005:</p>
<p>Measurement Method: As part of the C-CFSR, the County Self-Assessment will require all counties to identify service array needs for youth and Native American and African American children, as well as individualized case plans. Subsequently, the C-CFSR SIPs will include strategies and actions counties will take to reduce those gaps. The CDSS will measure improvement in this goal by monitoring and documenting progress of county SIPs.</p>	
<p>Frequency of Measurement: Progress will be tracked using the quarterly C-CFSR reports and completion of action steps</p>	<p>C-CFSR Quarterly Data:</p> <p>March 2004: June 2004: Sept 2004: Dec 2004: March 2005: June 2005:</p>
<p>Determination of Goal Achievement: The goal will be achieved when 20% of the counties have addressed at least one identified service gap in individualized case planning by June 30, 2005.</p>	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>

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Systemic Factor 5, Item 37 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2A & 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20) Status reported in Safety Outcome 1, Item 2A		
Action Step #2: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Permanency Outcome 1, Item 9		
Action Step #3: Each county, using the C-CFSR system, will identify its service gaps for youth, Native American children, and African American children, and develop county system improvement plans to address those gaps. This process also will include gap analysis for services needed to prevent removal and include steps to reduce those gaps (Cross-reference to Systemic Factor 5, Item 36) Status reported in Systemic Factor 5, Item 36		
Action Step #4: The CDSS will sponsor a Family Strengths Training Institute between the State, counties and interested stakeholders which will cover programs, policies, and current and pending legislation in child welfare, including the Independent Living Program, the Indian Child Welfare Act, Wraparound Services, culturally appropriate community based services and other initiatives. This Institute provides an opportunity to update and exchange information about promising practices among managers and staff from child welfare services, juvenile probation, and community based organizations. (Cross-reference to Systemic Factor 5, Item 36) Status reported in Systemic Factor 5, Item 36		
Action Step #5: The CDSS will work with the National Resource Center on Foster Care and Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 9) Status reported in Safety Outcome 1, Item 2b		
Program Contact: Action Steps# 1-5: Pat Aguiar		

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Systemic Factor 7, Item 42

Improvement Goal: The State will ensure that all State/County licensing and approving staff are trained on and apply the same licensing/approval standards to all foster family homes.	June 30, 2005:
Measurement Method: CDSS will track the delivery of statewide training of staff performing relative approvals and licensing to ensure consistency and accuracy.	
Frequency of Measurement: CDSS will track the delivery of statewide training of staff performing relative approvals and licensing to ensure consistency and accuracy	Quarterly Progress: Sept 2003: Dec 2003: March 2004: June 2004: Sept 2004: Dec 2004: March 2005: June 2005
Determination of Goal Achievement: County and state staff receive consistent training and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The State has instituted a formal process for relative approvals.		
CDSS developed and implemented the relative approval assessment process	06/03	Developed comprehensive process including formal process to resolve correctable deficiencies, that the home can be approved with a corrective action plan put into place. (06/02) The CDSS will promulgate new regulations to include relative assessment/approval process. (06/03)

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Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		CDSS issued ACLs and CFLs to provide instructions for the process until regulations are in place. Clients have a formal appeal process to resolve disputes. (08/02, 11/02, 12/02 & 06/03)
CDSS will monitor the effectiveness of county compliance with relative assessment criteria through long-term monitoring	06/05	<p>CDSS is monitoring county compliance online with relative approvals and assessments using CWS/CMS. (01/03)</p> <p>Online review examines a statistically valid sample of all relative placement cases for compliance with Title IV-E regulations, and reviews for appropriate follow up on assessments and corrective action. (01/03)</p> <p>Any case found to be out of compliance with Title IV-E requirements will be removed from the federal claim. CDSS will address problems that surface during foster family home approvals and report quarterly. (10/02; 12/03; 03/03; 06/03; 09/03; 12/03; 03/04; 06/04; 09/04; 12/04; 03/05; 06/05)</p>
Action Step #4: CDSS institutes a formal process to train all state and county foster care licensing/approval staff on applying the same licensing/approval standards.		
Training will be provided to all existing state and county foster care licensing/approval staff on the new licensing/approval standards for foster family homes	06/05	<p>CDSS' Community Care Licensing completed 12 training sessions on licensing foster homes to train over 300 state and county licensing staff. (08/02)</p> <p>The CDSS contracted with subject matter experts to provide technical assistance to the Department and counties on various aspects of continuing ASFA compliance implementation, including training counties statewide related to initial assessment/approval and annual re-assessment of relative caregiver homes beginning 6/03. (06/05)</p>
Training will be provided to all newly hired	06/05	CDSS conducted 31 statewide training sessions for county staff

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Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
state and county foster care licensing staff on the licensing/approval standards for foster family homes.		related to the initial assessment/approval and annual reassessment of relative caregiver homes. Up to six more sessions will be offered as needed and ongoing training will be incorporated into staff training. (06/05) CDSS will conduct at least three licensing staff training academies annually to train new staff. (09/03, 09/04)
Program Contact: Action Steps 1 & 2: Pat Aguiar		

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Systemic Factor 7, Item 44

Improvement Goal: Each county will implement a state-approved recruitment plan that reflects the racial and ethnic diversity of children in care by June 30, 2005.	June 30, 2005:
Measurement Method: Through the County System Improvement Plan component of the C-CFSR system, the State will ensure that each County has a recruitment plan that will result in the recruitment of caregivers that reflect the racial and ethnic diversity of children in care.	
Frequency of Measurement: Measurements of progress will be reported through the annually updated recruitment plans as part of the SIPs.	
Determination of Goal Achievement: The goal will be achieved when each county has implemented a State approved recruitment plan that reflects the racial and ethnic diversity of children in care.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 7, Item 44 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #1: : The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. CDSS will track each county's action steps and report progress quarterly. Additionally the State will work to increase the number of counties that use the Family to Family Initiative. (Cross-reference to Safety Outcome 1, Item 2a; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28) Status reported in Safety Outcome 1, Item 2a		
Action Step #2: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, 2b; Permanency Outcome 1, Items 6 & 9; Systemic Factor 2, Item 28) Status reported in Safety Outcome 1, Item 2b		

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Systemic Factor 7, Item 44 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #3: The CDSS will issue an All County Information Notice clarifying diligent recruitment efforts and strategies for improving recruitment. (Cross reference to Safety Outcome 1, Item 2B, Action Step 9)		
CDSS will issue an ACIN (see Safety Outcome 1, Item 2B)	01/04	CDSS will draft an ACIN to clarify recruitment efforts and strategies, and CDSS will provide training instructions to the Counties. (01/04)
CDSS will work with the NRC to develop a plan to implement their report recommendations	01/05	CDSS will begin follow-up on report recommendations by coordinating with LA County on report recommendations. (01/05)
Action Step #4: To the extent permissible with the Multiethnic Placement Act and other state and federal statute, we will begin collecting race/ethnic information on foster and adoptive parents.		
Develop capacity to collect data	12/03	CDSS will coordinate with UC Berkeley, CDSS' Research and Development Division (RADD) and C-CFSR staff to collect data in a useable format on all caregivers and children. (12/03)
Collect race/ethnic information on foster and adoptive parents.	06/05	Information will be collected quarterly by county and tracked at State and county level to ensure counties are aware of unmet needs in terms of caregivers. (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)
Use data to assess the effectiveness of recruitment efforts, such as comparing the race/ethnicity of foster/adoptive families with the children in care within each county	09/04	Information will be provided to counties as a part of the baseline data used to prepare their C-CFSR Self-Assessment and SIPs beginning 12/03. (09/04)
CDSS will monitor the counties' progress toward recruiting caregivers that reflect the racial and ethnic diversity of children in care	06/05	CDSS will track the recruitment plans in county SIP's. Data will be used to track progress quarterly. (06/04, 09/04, 12/04, 03/05, 06/05)
Action Step #5: As part of the C-CFSR self- assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for special needs and older children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 2, Item 28) Status reported in Permanency Outcome 1, Item 6		

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Systemic Factor 7, Item 44 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will review the C-CFSR self assessments for recruitment strategy	12/04	
Action Step #6: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups, specifically African and Native American children, into all decisions made by the child welfare service system. This process will include ongoing technical assistance (see glossary) to the counties on issues such as cultural competence, intake processes and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 5, Item 37) Status reported in Permanency Outcome 1, Item 9		
Action Step #7: CDSS will issue a ACIN to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of AAP payments to families when child is adopted regardless of age or special needs. (Cross-reference to Permanency Outcome 1, Item 9 and Systemic Factor 4, Item 28.) Status reported in Permanency Outcome 1, Item 9		
Program Contact: Action Steps 1 - 7: Pat Aguiar		